

UNIVERSITATEA VALAHIA DIN TÂRGOVIȘTE
FACULTATEA DE ȘTIINȚE ECONOMICE

HABILITATION THESIS
SUMMARY

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UNIVERSITATEA VALAHIA DIN TÂRGOVIȘTE
FACULTATEA DE ȘTIINȚE ECONOMICE

THE MANAGEMENT OF RELATIONSHIP AND
COMMUNICATION IN DIGITAL ERA.
A THREE-DIMENSIONAL APPROACH: EMPLOYEES- CUSTOMERS-
SUPPLIERS

MĂRĂCINARU (FLOREA) NICOLETA-VALENTINA

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Abstract

The habilitation thesis entitled “**Management of relationships and communication in the digital age. A three-dimensional approach: employees-customers-suppliers**” presents in summary, the scientific, professional, and academic achievements of the author – university Lecturer PhD. Mărăcinaru (Florea) Nicoleta-Valentina - after obtaining the scientific title of doctor and until now.

The habilitation thesis is composed, according to the imposed requirements, of three component parts:

- Part I- Scientific, academic, and professional achievements,
- Part II- Research directions
- Part III- Career development plans

Finally, the bibliographic references regarding the data contained in the habilitation thesis are added.

Part I, entitled **Scientific, professional, and academic achievements** consists of two subchapters: **The main scientific, professional, and academic achievements and Review of published works.**

In the first subchapter of this first part, entitled **The main scientific, professional, and academic achievements**, it was wanted to review the main scientific, professional and academic achievements after sustaining the doctoral thesis.

Thus, in this first part are presented the practical activity and the university and scientific activity, carried out after obtaining the PhD, respectively the research fields I followed during this period: relationships and communication with employees, customers and suppliers.

After graduating, specializing in "Marketing" (1997) at UVT Targoviste with a license from ASE Bucharest, I followed in 2004 a master's program in "Marketing" at UVT Targoviste. In 2011 I obtained the PhD in Management from the same university. The author obtained the title of Doctor in Management, with the thesis "Strategies of recruitment, selection and employment in large organizations from Dâmbovița County", under the guidance of Prof. PhD Stegăroiu Ion, and the habilitation thesis is a continuation and deepening of the doctoral thesis by analyzing in addition the performance obtained through human resources, and customers and suppliers, and especially through effective communication, continuous and constant, based on trust and win-win relationship.

The approached topic focused on the analysis of strategies for recruitment, selection, employment and integration of human resources in large organizations in Dâmbovița County, using quantitative research, survey, questionnaire tool (analyzing the efficiency of recruitment, selection, employment and integration of human resources in large organizations in Dambovita County), but also implementing several modeling techniques such as: SWOT analysis of RSAI processes, cost analysis of RSAI processes, knowledge matrix necessary for recruitment and employment, VRIN model - resource value analysis of human resources from the analyzed organizations, the Benchmarking model- analysis and comparison of good practices of recruitment, selection, employment and integration of human resources, models that would bring performance to the organizations that would implement them and discovering good practices in the field.

During the twenty-three years of practical and academic activity, the author has constantly develop professional career through studies and training courses in the field of Human Resource Management, Quality Management, Business Communication or Personal Development. All advanced courses are detailed in the content of the habilitation thesis.

The author has had a continuous and constant scientific publishing activity since har doctorate (2008-2011). By the end of his PhD in 2011, she had published 30 scientific articles in BDI, ISI Proceedings, B and B + listed journals and journals, in national and international journals, conferences and seminars.

After becoming a university lecturer, the author of the habilitation thesis published 15 books, as follows: 10 books in nationally recognized CNCS publishing houses published as sole author, first author or co-author and 5 book chapters in volumes published in international publishing houses (IGI Global , USA), and out of the 76 articles published in total, 46 articles are published after sustaining her PhD in journals, journals, proceedings and in ISI Proceedings, indexed BDI or ISI with impact factor and AIS different of zero.

Thus, out of the 46 articles published after obtaining the PhD, the author of the habilitation thesis published:

- 5 scientific articles published in ISI-rated journals with an impact factor greater than 0, of which 3 with AIS greater than 0.15 and 3 published in Core Economics;
- 26 scientific articles published in journals indexed by at least 2 of the recognized international databases (BDI)
- 15 scientific articles published in the volumes of ISI Proceedings or international indexed conferences held in the country or abroad (with ISSN or ISBN).

She has also participated in over 50 national and international seminars, conferences, symposia, webinars and workshops.

The author also carried out other activities, among which we mention:

- participation in several mobility traineeships in France (1 doctoral fellowship in April 2009 - UPEC Paris and a PhD study in June 2010 - at CNAM Paris),
- 1 academic internship (ASE Bucharest) (Jan-Feb 2010),
- an Erasmus + scholarship (CUT Poland) (2018);
- participation as a member in national and international professional associations:
 - a CEDIMES member, 2009-2010, as a doctoral student,
 - a member of the online forum UVTSD dec. 2008-Sept.2011,
 - an affiliate member of the CIPD community, February 2009-2011,
 - a member of the Center for Studies and Scientific Research in Management and Marketing, UVT, Oct.2012-present,
 - a member of AVES (Wallachian Association for Education and Science), UVT, Jan. 2017- present,
 - an elected member of the Board of the Management-Marketing Department, Jan.2016-Oct.2019 and Oct.2019-present,
 - an evaluating member of the National Agency for Loans and Scholarships (Business Administration field),
 - a member of various research projects, as a trainer and trainer,
 - o member BrainMap - the online community of researchers, innovators and entrepreneurs- UEFISCDI (2019).
 - Editorial board member, research team member (Human Resources Management) and participant Women's Forum- EUMMAS (European Marketing and Management Association) - Apr 2021-Apr 2022,

The author has improved her activity of analysis and scientific evaluation by collaborating as a reviewer in national and international journals and journals indexed in BDI and ISI with impact factor - 15 articles: in various and important national and international journals with impact factor and AIS, such as: IGI Global, USA (2019), International Conference (2018), Alexandria, Romania, Management & Marketing Journal, University of Craiova (2016-2017), MDPI- International Journal of Financial Studies (2019), International Journal of Human Resource Management (2019), MDPI-Sustainability (Feb, Mar 2020 and Oct. 2021), JOSA-UVT (Dec.2020), JTAER-MDPI (Feb. and Mar. 2021),

European Journal of Marketing (Jul. 2021), Energies- MDPI (Aug. 2021), or Risks- MDPI (Sept. 2021).

She was also involved in coordinating undergraduate and dissertation papers of graduates (2012-present) in the field of Communication and Customer Relations, Public Relations and Protocol, Human Resource Management and Marketing.

As coordinator of papers participating in international student scientific sessions, she won 10 awards with the papers of students participating in the International Session of Scientific Communications (local and national), but also Olympics (ASE Bucharest), (2013-present), coordinating papers in Management, Human Resources Management, Communication and customer relations, Marketing, Merchandising, Sales, Business Simulation, (1 forth place, 3 third prize, 3 second prize and 2 first prize, but also 1 Grand Prize).

The author also carried out research and teaching activities as a member in 7 research projects during 2016-present.

I started the collaboration activity with this department as an associate teacher since the academic year 1999-2000 when I taught a seminar on Macroeconomics and Economic Statistics, in 2000-2001 Seminar on Economic Statistics, and as a doctoral student I taught in 2009 -2011 seminars on Human Resources Management at the Faculty of Legal Sciences and at the Faculty of Economic Sciences.

Since October 2012 I became a university teacher and taught undergraduate (IF and ID) and master's subjects such as a course and seminar on Human Resource Management (IF-RO and EN and ID license), Customer Relationship Management (RO-license). and EN), Business Communication and Public Relations (bachelor's degree), Public Relations and Protocol (master's degree), Leadership and communication management (master's degree), Marketing Simulations (bachelor's degree), Marketing (bachelor's degree-IF and ID), Direct Marketing (license) or Entrepreneurship and Business Management (IF and ID license).

The second sub-chapter of Part I, called I.2. **The review of the published works** analyzes the published works on the three fields of relationship and communication with employees, customers, and suppliers.

Thus, in the subdomain of relationships and communication:

- with employees, the author published:

- o 4 books in CNCSIS recognized national publishing houses and 2 book chapters in international publishing houses,

- o 28 articles.

- with clients, the author published:

- o 6 books in national publishing houses and 1 book chapter in international publishing houses

- o 12 articles.

- with suppliers, the author published:

- o 2 book chapters in international publishing houses.

- o 6 articles.

The double specialization of the author, in Management and Marketing, made the author's concerns regarding the direction of the research performed to follow, therefore, three axes of interest, according to the vision of "360 degree relationship":

1. Relationship with employees;

2. Relationship with customers,

3. Relationship with suppliers,

each of the axes based on the use of computer simulation and mathematical modeling and in the context of the digital age.

In Part II, called **RESEARCH DIRECTIONS IN RELATIONSHIP MANAGEMENT. THE PRESENTATION OF THE STUDY RESULTS**, contains three analyzed subdomains, such as:

II.1. Relationship with employees in an environment based on knowledge management, mathematical modelling, and new technologies

II.1.1. Relationship with employees using good human resources practices - in which various human resources processes were treated, such as: recruitment, selection, employment and integration, performance appraisal, motivation, career management, social dysfunctions, in which the author developed various models and mathematical calculations that lead to improved individual and organizational performance.

II.1.2. Determining the value of employees and obtaining company performance using new technologies and mathematical modeling - in this chapter, the author wanted to determine the value of employees, a method necessary to maintain long-term performance of employees, based on the use of computer simulation and mathematical modeling and investing in these valuable resources without considering them a cost, but an investment.

II.2. Relationship and communication with customers in the digital age

II.2.1. New methods of relationships and communication with customers in the digital age - in this chapter the author addressed the role and strategic importance of relationships and communication with customers.

Starting from the principle - happy and satisfied employees, happy, satisfied and loyal customers - the author brought to the fore the relationship with them through an efficient communication process, on an attractive atmosphere in stores, on constant information and attracting customers by offering benefits , in a word win-win relationship in which organizations make a profit by meeting needs, databases, determining needs and satisfying desires at a high level, which will cause customers not to leave the company, but to be loyal to it, to recommend it and to actively participate in the development of new products and services; and customers get value, satisfaction, benefits.

II.2.2. Determining customer value using various indicators and mathematical modeling

- in this chapter, the author wanted to help stakeholders - customers, companies growing through customers and society as a whole- to contribute to determining valuable customers, with which the company will continue to have a sustainable, long-term relationship. Thus, various strategic and tactical indicators are implemented: CLV, PCV, SOW, SW, RFM, Geo-marketing, etc., to facilitate the relationship with valuable customers, using computer simulation (Excel, E-views, Matlab, QM for Windows) and mathematical modeling.

II.3. Relationship with suppliers along the supply chain

II.3.1. Relationship and communication with suppliers along the supply chain - in order to have satisfied employees and satisfied customers, the raw material that the company can have, must be obtained from suppliers also through an efficient relationship and communication process. Thus, the three-dimensional approach would be fulfilled along the supply chain. Various traditional and virtual communication methods used in the distribution chain relationship are presented, the multiple advantages and benefits obtained by stakeholders are presented.

II.3.2. Supplier selection and mathematical modeling - in this chapter, the author makes an analysis based on computer simulation and mathematical modeling which aims to find new methods of relationship and communication and determining the value of suppliers by applying mathematical modeling.

As we can see, the three three-dimensional approaches analyzed in the published articles and books are treated under the impact of new technologies and with the help of modeling and simulation.

The implementation of such models helps individuals, customers, suppliers, organizations and the economy as a whole to benefit from the use of new technologies, cost reduction, reaching geographically dispersed customers, but brought closer, by just "a click away", and effective

communication, anyway, anywhere, anytime, as I like to add, according to the 24/7/365 principle.

Having happy and satisfied employees, it will be reflected in the relationship with customers and suppliers and in the performance of the organization, sustainable and which brings competitive advantage to a constantly changing market.

In PART III, entitled **PLANS AND DIRECTIONS FOR PROFESSIONAL, SCIENTIFIC AND ACADEMIC CAREER DEVELOPMENT**, the two axes are treated, **III.1. Scientific activity and III.2. Didactic and academic activity.**

In addition to my professional and academic development, I tried to develop scientifically. For a better visibility as a specialist of the Valahia University from Târgoviște, I developed new knowledge, skills, competencies to help me publish the results of research in books, book chapters and articles in national and international publishers, and in journals. and nationally and internationally recognized journals.

Scientific and research activity will continue to focus on participation in national and international conferences, workshops and seminars, webinars, on the publication of books and book chapters, but also on articles and on the personal development of communication and knowledge skills in the field. research and collaboration projects as a trainer and trainer and by enrolling in various training programs. Achieving the objectives presented in the individual research plan will be based on interdisciplinary relationships with department colleagues and other departments: Accounting, Computer Science and Mathematics, but also on collaboration in national and international projects.

In this context, I propose the following:

- maintaining and even improving the relationship and collaboration with fellow teachers and scientific researchers within the department and other departments of UVT and even other universities and research institutions in the country or even abroad, in order to publish scientific papers, courses and books specialty;
- maintaining and continuous development of relations with representative institutions in the field and developing the network of collaborators and specialists in the fields of sales, human resources, supply chain, simulation and IT and mathematical modeling;
- continuing the collaboration in research projects;
- proposing new research projects, carried out in partnership with other higher education institutions, state institutions and non-governmental organizations in the economic and social field at local, national and international level;

- continuation of current research directions in the fields: relationship with employees, customers and suppliers using mathematical models and computer simulations;
- expanding research directions in other areas specific to management, human resources management, customer relationship management, or related areas such as marketing and communication with customers and suppliers;
- publication of specialized articles in scientific journals indexed in international databases and specialized books at recognized publishing houses;
- participation in national and international conferences with a view to disseminating research results and exchanging experience;
- the continuous and constant involvement of students and master students in research activities and their coordination in the research process with various specialized works (for example, I will soon publish a book in collaboration with another teacher and a student in the field of communication with employees and customers).
- I intend to organize and participate in various conferences in the fields concerned in order to increase the number of partnerships and the participation of students and masters in these activities.

Thus, in the future, I want to continue my research activity in the targeted fields, and the results obtained to be materialized in articles published in ISI indexed journals and in national and international communications. In my teaching activity, I propose a relationship and communication with our future students, through which I will encourage their greater involvement by developing knowledge and using new computer and mathematics programs to strengthen their professional profile.

In the second part of Chapter III, called **Teaching and Academic Activity**, I wanted to show that since my tenure, which took place in October 2012, I have held courses and seminars on various subjects in the field of Human Resource Management, Management customer relations, business communication, business simulation, entrepreneurship or marketing, the basic function and hourly pay, undergraduate studies (IF and ID in Romanian and English) and master's studies (in Romanian and French).

I am currently working as a PhD lecturer at the Faculty of Economics, Management-Marketing Department, Wallachia University of Targoviste.

Through my work, we have gained experience in teaching and research, in areas such as: Management, Customer Relationship, Human Resource Management, Communication and PR, Business Simulation, Entrepreneurship, Marketing, Direct Marketing.

My desire was to always bring something new in the taught fields, so, based on lifelong learning I brought as novelties: the implementation of computer simulation and mathematical modeling, econometrics, statistical processing in the mentioned fields. According to the principle "No model is perfect", but without these models we could not predict a near future of the company, I believe that the 3D vision mentioned - based on relationships and communication with employees, customers and suppliers, based on the use of computer simulation and modeling mathematically, the company could not notice the problems in time and would not find in time recovery plans and implicitly obtaining performance.

Thus, analyzing what I said above, I will like:

- to continue the involvement in the existing didactic and scientific activities at the level of department, faculty and university;
- to continue the participation and coordination within the student scientific circles;
- to diversify interactive teaching methods, based on creativity, inoculation, relationships, communication and collaboration;
- to continue to involve students continuously and constantly in the development of courses and seminars using teaching methods focused on learning through discovery, teamwork and group learning focused on novelty and the use of new technologies;
- pay special attention to new teaching, research and communication techniques based on the use of new technologies: video projector, teamwork using PCs and simulation and modeling processes, access to new programs using simulation and modeling, etc.), communicating with students via the Internet, providing them with scientific materials in electronic format, to develop together a virtual library necessary for learning in more difficult conditions or at a distance - e-Lybrary, etc.;
- to continuously improve the course and seminar supports by publishing books (for example: in the field of Customer Relationship Management, Business Communication, Human Resource Management, Business Simulation and Modeling) but also by conducting courses in electronic form prepared so far (for example: HRM, Entrepreneurship, Marketing) and of courses and seminar notebooks with case studies (Direct Marketing, Marketing Projects, Management Projects, etc.), so that students can have easier access to new information, to concrete studies and case studies according to the requirements of the constantly changing environment;
- to maintain and develop collaborative relationships with specialists in the field;
- to support and encourage students to participate in research activities, exchanges of experience, conferences, symposia, workshops, webinars;

- to keep students informed about the importance of specialized practice and volunteering in training the skills needed to practice;
- to facilitate the access of students in institutions in the field necessary to carry out specific activities of specialized practice and volunteering and even employment.

The **References** contained in this thesis refers to references that are more emphasized, especially those contained in the five articles published with an impact factor greater than zero and with no AIS. The bibliographic references mentioned in this habilitation thesis also refer to the three fields analyzed by the author- the relationship and communication with employees, customers and suppliers, elements necessary to obtain a sustainable performance. The references are chosen in this habilitation thesis, only those for the last 15 years, between 2007 and 2021.