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EDITORIAL

The Art of Ensuring Continuity

In an ever-changing and competitive business world, organizational continuity becomes a critical factor for long-term survival and success. Performance is directly related to people and the talent they bring to the organization. For this reason, succession planning is a key component in the performance management strategy.

Succession planning is not just a formal activity of replacing top leaders; it is a comprehensive strategy aimed at preparing the organization for the future. In this context, it is crucial to remember that the future belongs to those who are prepared for it. Therefore, the success of an organization is not only measured by what it achieves today but also by preparing for the challenges and opportunities of tomorrow. At the heart of succession planning is the continuous assessment and development of employee performance.

In addition to evaluating performance, it is equally important to identify and cultivate the potential and motivation of employees. A high-performing team is led by leaders who not only manage but also inspire and develop the people below them. Identifying future leaders and providing them with development opportunities not only supports the organization in achieving its goals but also ensures a culture of learning and personal growth.

Succession planning is not just an HR process, but a strategy that affects the entire organization. It is a commitment to organizational performance and staff development. In essence, it is an investment in the future.

Thus, although succession planning may seem like a simple concept, it involves much more than simply replacing top leaders. This strategic process brings several significant benefits to the organization, helping it thrive in an ever-changing environment. Succession gives the organization a sense of continuity and stability. By identifying and training backup leaders, the organization can function smoothly even when a senior employee leaves the company. Also, successfully implementing succession planning can help reduce costs associated with recruiting and onboarding new employees. With a ready internal talent pool, the organization

can save significant resources by avoiding costly external recruitment. Moreover, succession not only helps identify and develop future leaders but also motivates current employees. Knowing that there are opportunities for advancement based on performance, employees are more motivated to improve their skills and contribute to the success of the organization.

However, to successfully implement succession planning within organizations, companies should consider several essential elements, among which: are the identification of potential successors, the development of potential successors and the communication of the succession plan. To identify potential successors, it is important for companies to carefully identify and evaluate employees to discover those who could occupy leadership positions. Identifying these talents can be a complex process but is critical to effective succession planning. In terms of developing potential successors, companies must provide those identified employees with customized development programs and learning opportunities. Of course, they should consider the fact that programs can vary from specific training to associations with experienced mentors. In addition, the communication of the succession plan should be a key element in the organization. Employees should be aware of the existence of the succession plan and understand their role in this process. Transparent communication encourages employees to take responsibility and engage in their personal development.

Therefore, all these aspects must represent constant concerns of companies, since the success of an organization does not depend only on what it achieves in the present, but also on the preparation for the future. Implementing an effective succession strategy can be the key to sustainable performance and building an organizational culture that encourages excellence at every level of the organization.

Andreea Barbu
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ABSTRACTS

The Strategy of Succession in Family Businesses

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ABSTRACT: Succession in family businesses represents an important stage in the life of the company, but also of the family, the success of the process being linked to the family heritage. Transferring the business to the next generation is a complicated process that involves a careful analysis of all elements involved (family, management, ownership). These elements will undergo important changes following the succession process. Consequently, the purpose of this study is to address some specific issues related to the technology-based family business succession process in Romania from the last decade when family businesses reached the point of the first business transfer. Specifically, there is the following research question: (Q) What are the new succession strategies given the major changes in the economic sector in recent years? The findings can provide clarifications or even suggestions for the successful development of the succession process in technology-based family businesses in Romania.

KEYWORDS: succession strategies, family business, book publishing industry

Digital Transformation of Services Public Administration

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ABSTRACT: *The digital transformation of the public sector generates several advantages for both employees and citizens. Therefore, at the administrative level of public institutions, digital transformation implies efficient use of resources and sets up opportunities to deliver unique public services. The process of digital transformation requires particular attention and conveys citizens' needs. The reality demonstrates that currently clients are more and more extremely rigorous in terms of public administration and ask for straightforward, rapid, and accessible services. Successful digital transformation requires an integrated process which creates a favourable context for looking over administrative procedures and making them more comprehensible. Technology provides new opportunities to the public sector and has the power to strengthen interactions between administration and citizens by reducing procedures and promoting open administration. The digital transformation of public administration involves greater upgrades, more responsive services, and improved digital interactions. Therefore, we conducted qualitative research amid several public administrations in Romania. We proceeded from the observation that residents' levels of digital literacy varied at the administrative-territorial unit level. As a result, taking this reality into account, how the public administration handles the digitalization process varies.*

KEYWORDS: public administration, public services, digital transformation

Continuity in Management of Agricultural Machinery Co.

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ABSTRACT: *Effective succession planning is a critical aspect of leadership continuity and organizational success. This article delves into the succession planning strategies of two prominent agricultural machinery companies, John Deere and Titan Machinery, providing insights into their distinctive approaches during leadership transitions. John Deere, a renowned global leader in agriculture and related services, employed a strategy that centred around continuous improvement and the development of leaders capable of transmitting their knowledge to others. Their introduction of the “teachable point of view” (TPOV) and the organization of Leadership EDGE events exemplify their commitment to nurturing a culture of leadership development. In contrast, Titan Machinery adopted a strategy that emphasized experience and continuity. With Bryan Knutson, a seasoned executive within the organization, taking over as CEO, the company focuses on operational excellence, expansion, and an unwavering commitment to customer service. The outcomes of these strategies include seamless leadership transitions, a focus on leadership development, the preservation of organizational culture, a commitment to operational excellence, and the introduction of fresh strategic visions for future growth. The focus is on examining the strategies, approaches, and outcomes of their succession plans, with an emphasis on commonalities and differences between the two companies. The paper aims to provide insights into effective succession planning practices within the context of these organizations.*

KEYWORDS: succession planning, leadership transitions, agricultural machinery

Ensuring a Seamless Leadership Transition

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ABSTRACT: Succession planning is crucial in the business world as it enables the identification of appropriate talent, whether from inside or outside the organization, to step into important roles should a leader or non-leader leave their position. Nevertheless, numerous high-ranking executives often need support in formulating or refining their strategies, which can create challenges for companies when their leaders depart.

Numerous businesses, including major corporations such as Microsoft, have faced the challenges of abrupt departures by their executives. This leadership vacuum can result in a decline in productivity and organizational efficiency. This paper will delve into the importance of preparing for leadership changes, pinpoint the common errors in succession planning, and offer advice on preventing them.

The Microsoft case study serves as a poignant reminder of the significance of succession planning.

It exemplifies that succession planning goes beyond filling leadership roles; it encompasses the creation of a roadmap for fostering growth, and innovation and ensuring long-term sustainability.

KEYWORDS: leadership, Microsoft, organisational behaviour, succession planning

Family Business Succession From Tradition to Current Trends

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ABSTRACT: This paper scrutinizes the typology of successions in general, and business succession in particular – including both sides (ownership succession and management succession), which makes more sense in case of family businesses. The difficulty in studying the succession process in family businesses resides in its long duration – as the generations are measured in decades and centuries. The study objectives are intertwined, around two concepts: successful succession; generational trap. Hence the questions: What does make a business succession successful? How can the generational trap be avoided?

Based on secondary research (literature survey) and primary research (business cases and succession examples), this study is conducted from traditional succession models to current trends. Not limited

to Romanian environment, the study findings are useful for family businesses owners facing crucial succession decisions, and scholars as well.

KEYWORDS: business succession, dynastic wealth, generational trap

Business Internationalization of Oil Industry

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ABSTRACT: Business Internationalization is a subject of great interest for small and medium enterprises from all over the world due to its extensive benefits. However, some industries are neglected in this process due to their activities, impact on the environment and lack of knowledge, so the companies that are part of those industries are not taking the risks of embarking on this journey of internationalization. This research paper highlights the importance of knowledge and enhances the reasons why small and medium enterprises (SMEs) do not internationalize, specifically the Romanian ones from the oil and gas industry.

The purpose of this paper is to present the findings over an in-depth analysis of the most searched journal articles on the topic of business internationalization of SMEs from Romania in the energy sector. This literature review brings value by discussing the similarities and discrepancies between the journals and identifies the results that come from the search of the most popular keywords on this topic, coming with more arguments for authorities on the investments that need to be done for companies, and possible solutions for enhancing the chances of more SMEs to attend the global trend of internationalization.

KEYWORDS: international business, SMEs, research, bibliography, petroleum

The Perception of Trust in People and Institution

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ABSTRACT: In the current context, misinformation campaigns and, implicitly, false news have become elements of everyday life. Whether we are talking about the enlargement of the European Union, whether we are referring to various military exercises that NATO is carrying out in the Black Sea Region or whether we are considering the COVID-19 pandemic, misinformation campaigns are more and more present in everyone's life. individual. Moreover, the COVID-19 pandemic has also changed the way people relate to their peers. I witnessed a massive refuge in the online area. In his information bubble, most of the time, the individual seeks to (re) confirm his own opinions and points of view. Also, the explosion of modern technology has generated a new type of information provider: the owner of a smartphone, tablet, or laptop. In other words, the "clear-headed" court specific to the print media has disappeared.

In his place came free will. But, not always, this free will has honest intentions. In this article, we aim to make a brief presentation of the results of a study on how citizens perceive and relate to the phenomenon of false news; the research is oriented towards the students from 2 university centres.

KEYWORDS: communication, trust, perceptions