FAIMA BUSINESS & MANAGEMENT JOURNAL

Special Issue 10 Years After
December 2022

CONTENTS

Ten Years After 3
Cristian Niculescu, Andrei Niculescu

Management *ante* Management 5
Cezar Scarlat

Two Sides of Bureaucracy: From Aristotle to Ockham to Max Weber and Contemporary Administration and Management 19
Cezar Scarlat

The Opportunity Formation Process in Community Entrepreneurship: A Malaysia Case Study 36
Azilah Kasim, Arto Ojala

Internationalization and Growth of SMEs: Psychological and Sociological Characteristics of Entrepreneurs 70
Jasna Auer Antončič, Boštjan Antončič

The Business Relationship Between Taiwan and China from the Development and Economic Perspective 91
Vito Bobek, Tatjana Horvat

Future of Digital Work Practices in Multicultural Business Settings: A Systematic Literature Review 109
Pınar Falcioğlu

Trust and Digitalization – Future Directions 119
Joanna Paliszkiewicz, Edyta Skarzynska

Framing the Future of Research in the Digital Marketing Domain with Digital Marketing Framework 129
Jari Salo

The Future of Higher Education and the Use of Newer Technologies and Pedagogical Approaches – The Perspective of Students........................141
Anabela Mesquita, Adriana Oliveira

Economics of Happiness. Can Organizational Happiness Be Managed? 163
Corina Ionela Dumitrescu, Cezar Scarlat

EDITORIAL

Ten Years After

Ten years back we had a dream.

In 2012 there were already two years since FAIMA – the *Faculty of Entrepreneurship, Business Engineering and Management* was born as one of the newest engineering schools within University POLITEHNICA of Bucharest, the oldest engineering Romanian university and one of the highest standing and most prestigious technical higher education institutions. FAIMA is aiming at becoming a hub of excellence in education and research in the field of management and economics, in particular technology entrepreneurship, business engineering and management, for the benefit of the younger generation to be professionally suitable to the European labour force market, in the global concert.

As the research results had already have a tradition in the faculty – the biennial series of the *International Conference on Management and Industrial Engineering* (ICMIE) had already reached the 5th edition (2011), and the ICMIE proceedings including a large number of scientific articles were already widely recognized in the ISI databases – it looked like just one pearl was missing from the FAIMA research necklace: a scientific journal to promote, stimulate and exchange the results of the local and regional research in the area of interest, nationally and inter-nationally.

It took two years of detailed planning and preparation, in order to have the *FAIMA Business & Management Journal* (**FAIMA B&MJ**) taking off. In was December 2012 when the first issue of the very first volume of **FAIMA B&MJ** was out of print. From the very beginning, a special emphasis has been placed on the entrepreneurship component of this vast and highly topical subject, ensuring mainly the young generation's capacity to assess the related risk area by joining profitable small and medium enterprises that are able to make a concrete contribution to the welfare of their families.

Ten years after, the dream has solidly turned true: in December 2022 the **FAIMA B&MJ** quarterly celebrates the tenth anniversary of its birth; a decade of unflinching and assiduous attempts along a path of ever higher standards, in order to gain international recognition of the value of our research work in one of the most up-to-date fields of today's world. The value of the articles that deal with the theoretical aspects of entrepreneurship, industrial engineering, management and economics goes hand in hand with numerous practical examples, case studies and profiles of successful entrepreneurs and managers, experience and achievements of small as well as large national and multinational companies.

The contribution of the editors and editorial teams in the **FAIMA B&MJ** achievements should be underlined; they have done their best to put the journal out in the due time, at the highest standard of graphic presentation and artistic outlook, while nationally and internationally recognized specialists have looked after the scientific accuracy. These editorial efforts have contributed with sustainable arguments for the competent foreign authorities in order to have **FAIMA B&MJ** included in the most prestigious databases (as ERIH PLUS, ProQuest, Index Copernicus, Google Scholar), hoping that their number will increase in the coming years, while raising the standards of scientific content and editorial presentation even higher.

At this beautiful and impressive anniversary moment we wish to express our thanks to all our staff members, to the executive and advisory teams, editors and contributors alike who, day by day, month by month, and quarter by quarter have put in all their energy to attain the achievements that have brought us to the positive balance of today.

As each pearl should, from time to time, be polished in order to have the necklace shining, today is probably the time not only to be happy with our achievements, but to learn from our own mistakes and also to look to the future and continue to dream as well. Therefore, this *Special Issue* is a selected collection of articles looking back to the living roots of administration and management, the current hot issues of entrepreneurship and business management as well as the future challenges in this area linked to digitalization. In other words, *looking back ... to the future*!

May the lessons taught by the first decade of life of our **FAIMA B&M Journal**, the increasingly better conditions of professional affirmation and the opportunities that are sure to arise in the coming years lead us to fulfil our next dreams!

Dr. Cristian Niculescu and Dr. Andrei Niculescu

Founders of the **FAIMA B&M Journal**

FACULTATEA DE ANTREPRENORIAT, INGINERIA ŞI MANAGEMENTUL AFACERILOR

FAIMA BUSINESS & MANAGEMENT JOURNAL

EDITORIAL

Management *ante* Management

Introduction

The *scientific management* was born about one hundred years ago: its 'birth certificate' was signed by several top engineers: Frederick Winslow Taylor (1856–1915), an American mechanical engineer and president of the American Society of Mechanical Engineers; Jules Henry Fayol (1841–1925), a French mining engineer, active as mine director and entrepreneur; Henry Laurence Gantt (1861–1919), another American mechanical engineer and management consultant; Henry Ford (1863–1947), also American engineer, famous industrialist, innovator and philanthropist. To limit the list at these names is neither rigorous nor totally fair; but it is fully documented by their seminal works and activity, both in theory and practice.

To note that *scientific management* (as a new discipline, new area of study and knowledge) should not be confused with the older word *management (to manage)* which was used in English for long time before (probably taken in the 15th century from French) – initially in that sense of handling. Even deeper back in time, the word *manage* has its roots in antique Latin language. And the reason is as logical as simple. The people (not the English or French or Europeans only), *all people* have been taking care (*i.e. managed and administered*) their households and farms, arts and trades since they started to cultivate the land for farming and took care of their cattle (Scarlat, 2018, p. 16) – in their own words and languages. The rest is history; the humankind history.

The Dawn of the *Scientific Management*

The analysis of the valuable work of the scientific management foregoers is a vast undertaking and, therefore, it is beyond the purpose of this work. However, their names and their essential ideas should be mentioned.

Taylor's (1919) *Principles of Scientific Management* – preceded by *Shop Management* (Taylor, 1903/1911) and *On the Art of Cutting Metals* (Taylor, 1906) – were centred on *efficiency* and *optimization*. In other words, optimizing the way the people work is more efficient than making people work as hard as they can (colloquially, it is said: *work smarter, not harder*!). This is currently known as *taylorism*, as opposed to the traditional *initiative &*

incentive. The overall objective of the taylorist optimization is maximizing both employers' and employees' prosperity. Remarkable is the principle of neat "division" (separation) of both work and responsibility between manager/s and worker/s. Or, in other words, clear distinction between who is planning and supervising the work and who is doing that work. Another principle (a hierarchy of authority and strict surveillance of employees) inspired Max Weber's work on bureaucracy (Weber, 1946), apparently. Rewards and quality standards are also among Taylor's contributions. Taylor's work faced also criticism because of his main focus on the workers' efficiency and less on their human-side; this type of criticism was actually the starting point for the *behavioural school* – still in the area of scientific management – that have followed to the *traditional school* founded by Taylor.

Fayol (1916; 1917; 1949) is still remembered for several key-contributions to the general theory of management: six organization types of activities (known today as *organization functions*), five *management functions* (very similar to the functions of management in our days) and fourteen *principles of management* – still influencing the management theories that followed as well as contemporary practice of management (Pryor and Guthrie, 2010). To note that elements of his theory were developed earlier (Fayol, 1908). Even more, Wren, Bedeian and Breeze (2002) argue that Fayol's theory has progressively started to develop between 1900–1908 (*Ibidem*, pp. 907–916).

Noteworthy, Fayol's theory of management – known as *fayolism* – has been developed independently of *taylorism*. Therefore, both Taylor and Fayol are considered *the* founders of scientific management. In addition, to note that Fayol was preoccupied by administration – considered by him as "the administrative theory in the state" (Fayol, 1937). In 1923 (when Fayol's paper was presented at the second international Congress of Administrative Science at Brussels) the *Science of administration* was already born (it might be said that it was the 'twin sister' of the management science).

Gantt has introduced the concept of *industrial leadership* (Gant, 1916) and promoted the engineer's job as *industrial leader*. He understood the importance of management instruments and has developed the bar-charts (Gantt, 1903; 1919) as relatively simple graphical representations to simplify the planning and control of machine and man operations, as well as communication between manager/s and subordinate/s – in such a manner to be rapidly understood by visual inspection (in a period when literacy rate was not that high). The time diagrams in which activities are represented by horizontal bars (length of the bar is measured by the time taken to complete that specific activity) are currently used in management (in project management particularly). It is significant that Gantt has paid attention to the human side of the industrial process, and promoted the concept of democracy in production, in the [work]shop, and *democracy in management*. He also linked democracy to economics (Gantt, 1910; 1919), and considered that the value of a property depends on its production capacity.

Ford is usually not considered among *the* founders of the scientific management as a novel discipline (nor Gantt too much as compared to the fore-founders Taylor and Fayol). However, Ford's life (Ford and Crowter, 1922) is a paramount example of leadership and industry innovator: just mention Ford's assembly line production as well as the undisrupted production by the Ford Motor Company of the Ford Model T for about two decades (1908–1927). The two elements are closely related because the assembly line production allowed the mass production, which had a significant impact on the production cost (dramatic reduction); at its turn, the lower cost tolerated low-price strategies for a market in full development, still generating stable, long-term profits.

The longevity of Henry Ford as industrialist as well as philanthropist unfairly eclipses a longer list of other prestigious names that made the century-old history of the modern management (*i.e. scientific management*). Prominent scholars contributed to the management science development along last century up to our days, paving the road to the management in-all-and-everywhere as is known now. Impossibly to mention them all (beyond the scope of this essay however), it is useful to mention several synthetic research works that have scanned their names and scientific contribution as far as management thought (Mintzberg, Ahlstrand and Lampel, 1998; Koontz and Weihrich, 2010; Kemp, 2013), theories, schools and trends (Kennedy, 2003), concepts and models (Karlöf and Lövingsson, 2005), management and organizations (Witzel, 2003; Pugh and Hickson, 2007). However, a few legitimate questions stand still: Did the *scientific management* spring from scratch? Wasn't anything before it? Even so, why did it appear? Why exactly in that period?

This essay is an attempt to answer to these questions; at least to the first ones, and, of course, to a certain extent.

There are a couple of observations to make related to the dawn of scientific management and its founders – whose contribution was crucial and undeniable: (i) before those seminal works, they delivered lectures and conferences, authored papers and books connected to their engineering jobs and also sections, chapters and/or earlier versions; (ii) still observing the research code of ethics, it was quite normal – considering the circumstances of that period (language/translation barriers, international conflicts, reduced number of events and publications) – that their and others' earlier works encompassing the area of scientific management and administration remained unknown because of relatively reduced mobility of the scientific works.

Ante **Scientific Management**

Fact is that multi-century and even millennia old roots can be found in the oldest wisdom writings and in the philosophers' works from antiquity. They were seminal for the further development of religions and sciences as well. The religions and their institutions have developed in their particular ways and were associated with religious *leaders* and *hierarchies* that observed the development of different religions and religious orders. The military *organization and strategy* have developed associated with the state *administration*, while *bureaucracy* was the result of post-Renaissance booming development of crafts, trades and commerce.

Bureaucracy and the early administration

After Taylor, the traditional way to perceive the bureaucracy was, in general, favourable: Mises (1944) has considered bureaus as the best way to organize the public administration. At least one of the principles of scientific management identified by Taylor (the hierarchy of authority and strict surveillance of employees) apparently inspired Max Weber's work on bureaucracy (Weber, 1946) as well as the research of his followers, Michel Crozier and William Niskanen-Jr. They have analyzed some of the negative limits of bureaucracy – such as internal contradictions of the bureaucracy (Crozier, 2010) and the excessive growth of governmental institutions (Niskanen-Jr., 1971).

Yet the bureaucracy did not start with Max Weber: the development of the state during the 17th and 18th centuries was linked to bureaucracy that featured violence (Creveld, 1999, pp. 155–169). Historians Willis and Daybell (2018) depict a veridical landscape of the nascent bureaucracy during Renaissance in Europe. After 1300, the development of the church and state institutions, dramatic increase of commerce, the need for transportation and stocking larger and larger amounts of goods – all have generated volumes of documents – hence the need to keep the accounting books and documents in good order. They provide evidences of the emerging methods of *document classification* and also document an early form of *job description* (*Ibidem*, pp. 221–223) from England during Tudor's dynasty (16th century). Since then the bureaucracy as office administration has evolved, balancing between positive managerial instrument and negative example of poor administration (unnecessary and excessive procedures, waste of resources, *etc*.). The solution of a balanced judgement for identifying the reasonable border bet-ween positive and negative bureaucracy is found in philosophy.

Ancient Philosophy and Philosophers

Punch (1639) has mentioned a principle attributed to William of Ockham, an English Franciscan friar and theologian, influential philosopher and logician that lived in the Middle Ages (13^{th}–14^{th} centuries): *Entities should not be multiplied unnecessarily*. A similar formulation (*Plurality is not to be posited without necessity*) is attributed to John Duns Scotus, a Scottish Catholic priest and Franciscan friar, university professor and philosopher who was Ockham's contemporary (Duns Scotus, 1914). However, the seeds of this principle can be found in antiquity, reading Aristoteles and Claudius Ptolemaeus. The Greek philosopher Aristotle (4th century BC) stated that "We may assume the superiority *ceteris paribus* of the demonstration which derives from fewer postulates or hypotheses" (Poste, 1850). Similarly, Ptolemy (2nd century) declared that "We consider it a good principle to explain the phenomena by the simplest hypothesis possible" (James, 2001, p. 241). In other words: simpler is better (other conditions being the same).

Noica (1992, pp. 86–87), a Romanian philosopher, echoes Ockham 2,000 years after: "There are too many things around and the human being is just a single one. We should filter them to have less or, at least, we should not pay attention to them to see how many they are. *Entia non sunt multiplicanda."*

Applied in concrete instances, while analysing a certain management system, the Ockham's razor principle is a powerful tool to be used as criterion to separate the 'necessary' (positive) from redundant elements in a (negative) bureaucracy.

Thus it is remarkable but not surprising to observe that – in time – the ancient philosophers have morphed, becoming theologians and/or scientists (astronomers, physicians, mathematicians, physicists and astro-physicists, *etc.*); however, some of them have remained still philosophers.

Military Administration, Bureaucracy and Strategy

The state and its army have mutually developed. Along history, the states have conquered territories with their armies, and were able to defend their territories as long as their armies were able to. This balance was kept as long as a state and its army were well administered, and in good balance. However, sometimes, the history reported cases of unbalance: "According to a remark attributed to Voltaire, in the late 18th century Prussia was an army with a state rather than a state with an army. Its standing force of 200,000 men was vast for its relatively small population." (Economist, 2022, p. 73) Clearly, the rules and principles of good administration (including pos-i-tive bureaucracy) apply in case of military. And so does the taylorist principle of the hierarchy of authority even more strictly (*e.g.* the traditional Greek 'phalanx' in the ancient Macedonian army, the neat hierarchy in the ancient Roman army by 'legions' and 'cohorts', 'centuria' and 'centurion', 'decuria' and 'decurion'). Besides bureaucracy (strict hierarchy included), there is another concept common to military and scientific management: the *strategy*. It does not mean that all armies, in all places and times were led strategically (a documented analysis on this topic is going to be published: Wilson, 2023). However, the list of personalities of their times and seminal authors that have studied the military strategy covers continents, for more than two millennia – from Sun Tzu (544–496 BC) (Sun Tzu, 1998; Caesar, 1919; Machiavelli, 1971; Clausewitz, 1997) to our days: Paret, 1986; Handel, 1986; Freedman, 2013; Pretalli, 2020.

However, if Sun Tzu's *The Art of War* is the oldest book on military strategy, the *oldest book* on war strategies and *total management* is considered *Arthashastra* – literally translated as *Scripture of Wealth.* The authorship is attributed to Kautilya (also known as Chanakya), that has served as chief-advisor (prime minister) to India's emperor, Chandragupta Maurya (ruled 324–293 BC), and his son. It would be interesting to know if Sun Tzu's work was known by Kautilya two centuries later. The main focus of *Arthashastra* is on creation and management of wealth (Kautilya (2010); but the book also covers a wide range of topics related to state administration (statecraft, politics, taxation, fiscal policies, legal systems, civil rules, military warfare, strategy, internal and foreign trade) as well as business management – as one would say today (as strategy, selection and training of employees, leadership skills, accounting systems, trade, *etc.*). Kautilya argued that state administration and finance should have priority over the army. From the theory of hierarchies' standpoint, this work is also useful for understanding the peculiarities of the Indian system of castes (Tambs-Lyche, 2017).

Besides its strategy value, Kamal (2022) considers Kautilya's Arthashastra from that point of view of cultural contribution to the state governance (bureaucracy), as "roots of India's contemporary statecraft". Actually, a well-deserved literature is developing around this crucial book (Trautmann, 1971; Rangarajan, 1992; Olivelle, 2013; Gautam, 2013; Mcneill, 2019a). Bisht (2020) studied and emphasized the *strategic relevance* of Kautilya's Arthashastra. Anecdotally, Max Weber said about this book that "compared to it, Machiavelli's *The Prince* is harmless" – just to have an idea about how serious the author considered the war as a means to extend the imperial power. Understanding that war and military strategy were of global concern (and not limited to Europe), Mcneill (2019b) have included Japan in his book *(Seven Classics on War and Politics)*, besides Asian China and India. Musashi (1974; 2019) and Tsunetomo (2014; 2019) refer to a later period (middle ages) and discuss the Japanese military from warrior's position (yet as a fighter in an army with a well-defined objective); however, the authors provide also general advice related to individual behaviour as well as *military strategy, leadership* and *conflict management*.

Concluding, it should be said that many elements of the military strategy – and even wording (*e.g*. strategy, tactics, offensive/defensive, headquarters, major staff, objective, and target) – were borrowed from military and inspired the theory and practice of the modern (scientific) strategic management (Chandler, 1962; Porter, 1980; Mintzberg, 1998; Kim and Mauborgne, 2005). It looks like the scientific management has old roots in the military even from antiquity.

Religions: Their Leaders and Organizations

Religions are definitely different than military, mainly as essential nature and purpose: subtle spirit *versus* concrete material; spiritual *versus* material objectives; spiritual power *versus* physical power; unite the people, respectively fight other people. However, amid differences, there are some similarities too – which are significant for this study: (i) history of both that goes back to the early stages of humans' societies; (ii) togetherness that necessarily leads to own organization and specific *hierarchy*; (iii) both types of systems generated *strong leaders*; (iv) at a certain point in their evolution they have become inclined to *negative, excessive bureaucracy*; (v) idea of own sacrifice – which may reach at merging the two entities into religious military orders (the case of the Catholic military orders). This type of merging is disputable from the point of view of the results – as the crusades (Runciman, 1994; Paine, 2000; Asbridge, 2012) have meant hundreds of years of fights (11th–13th centuries), in the name of religions, on the background of a turbulent period of history (Jenkins, 2008; Harris, 2015). The circumstances are slightly different in the case of the Spanish crusades (Barton and Portass, 2020) or Northern crusades (Christiansen, 1997; Hunyadi and Laszlovszky, 2001). Anyway, the discussion is complex and it is not the purpose of this paper; in addition, the debate on religion-based issues is a sensitive matter.

However, from the management standpoint, the analysis of the merging strategies in the case of crusades is an interesting subject to be further explored. It would also be challenging to find what role the *hierarchy type or leader character* played, and to what extent they contributed to that type of merger (or the opposite was the case).

Besides the books dedicated to the religious service itself, the religions are a rich source of ideas and, therefore, subjects for many studies (Eliade, 1976; Noss and Grangaard, 2011). Fact is that religious institutions played in certain periods a progressive role – as schools were organ-ized by them, and the study of religion provided educative examples and life lessons. How could the life lessons be taught before existence of schools? And could the education be completed by then, anyway?

Proverbs and Old Wisdom Books

The long history of proverbs is related to education; their initial purpose was to contribute to the education of royal and religious elites (Tucker, 2000). They were mentioned as distinct chapters (*e.g. Proverbs*) in the oldest *books of wisdom* containing life lessons for descendants and followers: the Hebrew *Bible* (Barton, 2020) and the Egyptian text of *Wisdom of Amenemopet* (Lichtheim, 1976, pp. 146–149) – authored by a scribe (~1300–1075 BC) as a list of instructions for his son, as a legacy. The Bible was a result of writings of more authors along a full millennium (Clements, 2003), and it probably was influenced by an Aramaic translation of Amenemopet (Alter, 2010). The priority is still debatable; however, the similarities between the two writings (Budge, 1924; Erman, 1924) are more important, because they demonstrate not only permeable cultural inter-twinning but also validity of *the life lessons transmitted by proverbs – as short messages reduced to their essence, sometimes as metaphors, rhythmic and rimed – easy to be memorized, and eventually transmitted orally from one generation to another* – by the time when the people's *literacy was a rarity.* In this respect, Lyons (2013) estimates that in old Egypt about 1% of population only was literate, and argues that, before the invention of Gutenberg's typographic press, education was almost exclusively memory-based.

The proverbs are as old as they were mentioned in the writings of the philosophers since antiquity – as Greek philosopher Aristotle – which is a strong evidence of their existence by that time (Scarlat, 2015, p. 24; 2018, p. 41). The origin of these proverbs is at least as old as Aristotel's volume (~340 BC) – because of older proverbs already in circulation or as a result of observing natural phenomena like "one swallow does not make a summer, neither does one fine day". Proverbs like this are nowadays common in many languages; they enjoyed oral transmission, from generation to generation (Scarlat, 2015, pp. 39–44; 2018, pp. 55–62).

In antiquity the tradition of instructions to descendants (Smothers, 2000) has continued: Lichtheim (2006) mentions the *Instruction of Ankhsheshonq to his son* (pp.159–183) and the instruction of *Papirus Insinger* (pp. 184–220) dated during the Egyptian Late Period (1070–30 BC). Notably, a late echo (1518–1521) of using books of wisdom in education is reported (Basarab, 2001) in the Romanian principality of Wallachia as well as in other European countries.

The dynamics, mobility and extraordinary resilience of proverbs were discussed using a matrix model (GxU): G = Generated by (proverb source); U = Used by (proverb destination). The analysis based on this model has allowed the formulation of four theses and five paradoxes (Scarlat, 2015; 2019; 2020; 2022).

The study of the managerial significance of proverbs leads to the following (Scarlat, 2022, p. 134):

- *Proverbs with managerial meaning* are older than principles of the modern management science; and they have evolved along centuries, reflecting the people's work and trade, administration and management experiences;
- Sets of proverbs with managerial meaning, maintaining their educative role, can be used as *teaching aids*, as metaphoric illustrative examples, while *teaching management subjects*;

- *Proverbs with managerial meaning exist in any language and culture*; and they can be used as universal means of communication and mutual understanding at any managerial level, while working in multicultural and/or inter-disciplinary teams and/or international business environment.

The study of the proverb's managerial meaning is neither paremiology nor management science in absolute terms; however, this inter-disciplinary approach *is a premiere* (Scarlat, 2007; 2018, p. 19) which opens further paths for both longitudinal and transversal studies in an area that might be called *paremio-management*.

Conclusions

All the above roots, in various proportions, have contributed to the 'burst' of the scientific management during early 1900s. Was it an unexpected phenomenon that took everybody by surprise? Of course, it was not. Undoubtedly, it was a remarkable progressive leap in the knowledge history of the modern society; the emergence of the *scientific management was the result of an organic evolutionary process of the human society entirely, answering to its own needs and reflecting its own aspirations.*

Then: *Why there* [in the Western world]? The answer is complex and requires a more documented analysis, considering a multitude of factors; this endeavour is beyond of the purpose of this essay. However, the commonsensical explanation is that the Western world (from Western European France to the North-American United States) was more industrialized, economically advanced, and better prepared for answering to the pressure of accelerated development of steel and metal processing industry (Towne, 1886) that had required newer, more adequate methods – in order to manage the more dynamic business organizations.

Additionally: *Why engineers?* The opinions might be shared; nevertheless, the engineers were exactly in the middle of the above mentioned industrial processes (*e.g.* mining and oil industries, automotive industry were among the most dynamic industrial sectors by that time), and ready to provide immediate, suitable answers to the questions they were already aware. And, it should not forget that 'engineers' were exactly: engine designers, makers and operators!

Now, in 2022: *What's ahead?* Probably nothing much different than before: the IT-enabled management has to address the needs of a developing and changing society, but at an accelerated pace (Scarlat and Stănciulescu, 2021). However, regardless the speed, size and shape of the future society, one thing will not change and should not be forgotten: the premier management function implies pro-active attitude, prediction and planning for the future. And, regardless what newer technologies will be, the future things will first be figured out in the designers' / engineers' innovative minds. The future begins in their minds. As Henry Ford (1922) has said, exactly one hundred years ago, ingeniously and subtly:

"Faith is the substance of things hoped for, the evidence of things not seen".

Cezar Scarlat

FAIMA BUSINESS & MANAGEMENT JOURNAL

ABSTRACTS

Two Sides of Bureaucracy: From Aristotle to Ockham to Max Weber and Contemporary Administration and Management

Dr. Cezar Scarlat, Professor
Doctoral School of Entrepreneurship, Business Engineering & Management University POLITEHNICA
of Bucharest, Romania

ABSTRACT: Since people are more or less inclined to organize their immediate environment (i.e. room, house or household) the bureaucracy is a reflection of this natural inclination embedded in human nature; then it is quite normal to associate bureaucracy with administration as well and, during last hundred years, with the scientific management development. For that reason, the question that comes up is whether bureaucracy is (with necessity) good or bad. And, possibly, to what extent bureaucracy is that way.

Therefore, this essay aims to (i) identify the roots, philosophy and theories behind bureaucracy as organizing principle; (ii) underline the fact that bureaucracy is actually supporting the management process, and only exaggerations lead to its negative perception; (iii) provide examples and cases of bureaucracies in contemporary society. Thus, it is proposed to make the distinction between "good" bureaucracies in their original meaning (call them positive bureaucracy) and exaggerated, "bad" bureaucracies (call them negative bureaucracy).

This paper is a result of mostly secondary research from historical perspective, then sustained by descriptive examples and cases. The research is essentially qualitative, sometimes illustrated by numbers. The examples are picked from business sector and public administration as well.

The results open the perspective of further research on bureaucracy, both longitudinal and transversal studies (across sectors and industries or multi-cultural studies) – eventually towards identification of the fine delimitation line between positive and negative bureaucracy.

KEYWORDS: bureaucracy, positive vs. negative bureaucracy, perceived bureaucracy, Ockham's razor
principle, bureaupathology, bureaupaths, bureausis, budget-maximizing model

FAIMA BUSINESS & MANAGEMENT JOURNAL

The Opportunity Formation Process in Community Entrepreneurship: A Malaysia Case Study

Dr. Azilah Kasim, Professor (1), Dr. Arto Ojala, Professor (2)
(1) Langkawi International Tourism and Hospitality (LITH) Research Center, School of Tourism Hospitality and Event Management, Universiti Utara Malaysia, Malaysia
(2) School of Marketing and Communication, University of Vaasa, Finland

ABSTRACT: *This study builds on the effectuation theory to explain the mechanism that enables and mobilizes embedded means in the process of new venture co-creation in a small community to provide a foundation for the accumulation integration of resources. Effectuation theory enables us to illustrate the context of entrepreneurial cognition and actions at community level. Using rich qualitative data from homestay entrepreneurs in a rural Malaysian community, the findings reveal how trust transforms embedded means, such as a hierarchical collective sense of community and an authentic culture, transform into resources and interact with other resources, such as capital and expertise, in the venture creation process. The study contributes to community-level entrepreneurship research by applying effectuation theory to illustrate the social construction of new venture at the level of community. It also contributes to effectuation theory knowledge by applying it at a community level and extending the key concept of trust as a mechanism that transforms intangible means into new resources. Based on the finding, three testable propositions were proposed for future scholarly research and provide implications for the practitioners and policy makers.*

KEYWORDS: community entrepreneurship, effectuation, embedded means, trust, venture creation

FAIMA BUSINESS & MANAGEMENT JOURNAL

Internationalization and Growth of SMEs: Psychological and Sociological Characteristics of Entrepreneurs

Jasna Auer Antončič (1), Boštjan Antončič (2)
(1) University of Primorska, Faculty of Management, Slovenia
(2) University of Ljubljana, School of Economics and Business, Slovenia

ABSTRACT: *Entrepreneurship and management have studied various personal characteristics of entrepreneurs along with their sociological background. The findings were mixed, with some establishing that personality characteristics predict entrepreneurial success while others placed more emphasis on sociological factors. In this research, the authors considered both psychological and sociological factors of entrepreneurs in the internationalization and growth of their small and medium-sized enterprises. A new model was developed and empirically verified with the personality and sociological background stimulated internationalization and growth of SMEs and additionally discovered some important personality and sociological factors that influence such internationalization and growth. The results include suggestions for improving the internationalization, growth, and competitiveness of companies.*

KEYWORDS: personality characteristics, sociological background, small and medium-sized enterprises, entrepreneur, entrepreneurship, internationalization, growth

FAIMA BUSINESS & MANAGEMENT JOURNAL

The Business Relationship Between Taiwan and China from the Development and Economic Perspective

Dr. Vito Bobek (1), Dr. Tatjana Horvat (2)
(1) University of Ljubljana, Faculty of Social Sciences, Ljubliana, Slovenia
(2) University of Primorska, Faculty of Management, Koper, Slovenia

ABSTRACT: *Taiwan has achieved impressive economic growth from an agricultural state to produce the globe's most advanced semiconductors. No less dynamic and exciting are the political developments on the island. Once a colony under the Dutch, Chinese and Japanese flags, the island has become quasi-autonomous. The abolition of martial law and the transformation into one of the world's most democratic nations are impressive. High education levels, an exceptionally well handling of the COVID-19 pandemic, and a non-corrupt government pushing future technology and supporting Taiwan's democratic path make Taiwan an attractive investment target. One look at the facts is enough to see that the Taiwanese are happy with their current system and enjoy great space. One country and two systems are not a good solution for Taiwan politically and economically. In principle, Taiwan has only one option: keep the status quo, minimize provocations against China, and hope for a diplomatic and acceptable outcome to the situation. At the same time, the government must promote itself in the free world and conclude free trade and other mutual exchange agreements.*

KEYWORDS: international business, business relationships, trade dispute, Taiwan, China

FAIMA BUSINESS & MANAGEMENT JOURNAL

Future of Digital Work Practices in Multicultural Business Settings: A Systematic Literature Review

Dr. Pınar Falcioğlu, Associate Professor

Işık University, İstanbul, Türkiye

ABSTRACT: *The main trends that seem to be shaping the future of business in this century are digitalization and multiculturalism. Though each one has been research subjects in many studies this study explores the limited areas where they intersect and the way they support or hinder each other. In order to identify future focus areas, a systematic literature review of past studies has been carried out. Studies that contained both of the two words were searched for in the existing literature. Around four hundred results were found. When the studies were limited to full text online, scholarly, peer-reviewed and relevant journal articles published in English, twenty-five studies were chosen for analysis from the existing literature.*

The literature which has been accumulated in the last twenty-two years is built around three main research themes. Employee skills needed in multicultural business settings, new ways and practices of communicating in a complex world and cultural intelligence for companies are part of their internationa-li-zation process. Common discussion points that go across all three themes have been identified as: digital storytelling, cultural intelligence and digital literacy.

The study aims to make a contribution to the literature by pointing out research and implementation areas to focus in the future for academicians and business people.

KEYWORDS: digitalization, multiculturalism, work practices, systematic literature review, business settings

FAIMA BUSINESS & MANAGEMENT JOURNAL

Trust and Digitalization – Future Directions

Professor Dr. Joanna Paliszkiewicz (1), Edyta Skarzynska (2)
(1) Management Institute, Warsaw University of Life Sciences, Poland
(2) Doctoral School, Warsaw University of Life Sciences, Poland

ABSTRACT: *Trust is recognized in the literature as a critical factor in cooperation, knowledge sharing, business and private relations, and risk-related exchanges. The multidimensionality of this issue makes it possible to link trust and digitalization. Many researchers confirm the significant impact of trust on the digitalization process development.*

The purpose of the publication is to present the idea for future research in the area of trust linked with digitalization on the basis of the literature review.

The importance of trust and digitalization in science will be emphasized, and new directions will be indicated. In addition, gaps in the current body of knowledge that justify proposed future research directions will be identified. In line with its aim, this paper provides a literature review on trust and digitalization and presents future directions for these issues.

KEYWORDS: trust, digitalization, future directions, security, privacy, technology

FAIMA BUSINESS & MANAGEMENT JOURNAL

Framing the Future of Research in the Digital Marketing Domain with Digital Marketing Framework

Dr. Jari Salo, Professor
University of Helsinki, Helsinki, Finland

ABSTRACT: *Purpose of this article is to provide an overview of future research areas in the digital marketing area. First, the three core processes of marketing are introduced namely CEM, SCM and innovation. Those are then linked to share holder value. Integrative digital marketing management framework is presented to guide future research. This study employs qualitative research approach and conceptual analysis method. Within CEM, SCM and innovation this research provides research guidelines, pinpoints to avenues of future research in cross-section of digital CEM, SCM and innovation and other intervening elements.*

KEYWORDS: digital marketing, customer experience management, supply chain management, innovation, future studies

FAIMA BUSINESS & MANAGEMENT JOURNAL

The Future of Higher Education and the Use of Newer Technologies and Pedagogical Approaches – The Perspective of Students

Professor Anabela Mesquita, PhD and Adriana Oliveira, PhD
Polytechnic Institute of Porto – IPP/ISCAP, Porto, Portugal

ABSTRACT: *March 2020 can be considered a turning point in the awareness of the need to allow a new pedagogical approach based on technologies and entertainment. With a snap of the fingers, all teachers had to be a sort of experts in the use of technologies and remote instruction. In turn, students started learning and interacting online with their teachers and peers and using the technologies to overcome the isolation feeling. And now that the worst scenario of the pandemic crisis is almost over, it is time to look back and be aware of the changes that emerged during these times, as some of them will become a "new normality" in education. It is already possible to identify some trends in the educational scenario, such as learning from everywhere, using more active learning, teaching relevant skills for a changing world, and using formative assessment.*

In this paper, we aim to contribute to the discussion of the future of Higher Education by presenting some of the pedagogical trends together with the opinion of the students about their use, gathered through a survey, never losing sight that we are all witnesses and actors of the educational scenario. Results will continue to the discussion about the changes that are taking place in education together with the need to prepare teachers for a future that is already here.

KEYWORDS: higher education, pedagogy, future, games, simulation

FAIMA BUSINESS & MANAGEMENT JOURNAL

Economics of Happiness. Can Organizational Happiness Be Managed?

Associate Professor Corina Ionela Dumitrescu - PhD, Professor Cezar Scarlat - PhD
Faculty of Entrepreneurship, Business Engineering & Management – FAIMA, University POLITEHNICA
of Bucharest, Romania

ABSTRACT: *This paper is an essay exploring the* ***happiness*** *concept – as its broad scope of work.*

The purpose is to investigate the concept of happiness from macroeconomic and microeconomic standpoints (social and organizational respectively) and eventually to propose a managerial point of view – centered on ***organizational happiness****.*

The authors investigate the concept and typology of happiness, the theories on happiness, ***individual*** *and* ***social happiness*** *as well as their measuring methods – largely based on secondary research (literature survey and research reports).*

Aiming at finding means to assess ***organizational happiness****, two methodology options were used in this respect: bottom-up (from individual to social happiness) and top-down approach (from macro to microeconomic level) respectively: (i) bottom-up approach presented several paths for assessing the organizational happiness starting from individual happiness assessment; (ii) top-down approach (following the* ***happiness index*** *pattern, used for assessing the social happiness) and adapt its configuration to organizations.*

As a result of critical analysis – from the authors' economic and managerial standpoint – organization ***happiness assessment framework*** *was developed, which is a contribution to management mechanisms for influencing the organization happiness – besides completing the literature gap in this respect.*

Implications of this study are important for many practitioners (organizations' managers interested to stimulate the happiness-based performance of their organizations) as well as for theorists eager to further explore the multiple sides of organization happiness and management mechanisms.

KEYWORDS: happiness, happiness index, individual happiness, social happiness, organizational happiness, happiness assessment framework, management functions