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Innovation: The Core That Triggers SMEs Performances

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ABSTRACT

More small enterprises make full use of innovation to obtain the best performance in business operations. As a result, SMEs are attaching more importance to the combination of innovation strategy and enterprise development strategy. In addition, most of the Romanian SMEs have not regarded the necessity of innovation strategy, and even those enterprises that are implementing innovation process have difficulty in explaining, systematically, its value for SMEs performance. The result shows that innovation in SMEs play an important role in the economic growth development and it is critical to establishing and extending competitive advantage. It is expected that this study result can help Romanian SMEs find the right direction for innovation strategy and have a more specific understanding of the improvement in their performance.

Introduction

In the past major decade, small or medium enterprises have become economic or social organizations that constantly create new jobs, more often for qualified persons with proper expertise. To stay ahead of competitors, providers must have a bundle of dynamic capabilities to constantly reshape their activities and the way they operate. However, in discussions on innovation there is a tendency to associate it with small, technologically advanced firms.

Zairi mentioned "what makes innovation challenging is the fact that it is very difficult to agree on a common definition, and also to decide which firms are the most innovative and how to quantify innovation activity".

Lankhuizen, and Woolthuis concluded that the knowledge creation, knowledge transfer play the crucial role in the success of innovation and ultimately of economic growth. Thus, knowledge and information management has the potential to be a catalyst for innovation within Romanian small organizations. In addition to the direct effects on Romanian SMEs' performance, we can associate with the productivity of the innovation process in turning innovation inputs into innovation outputs in SMEs. Also, the financial dimension is viewed as the most extensively used followed by customer satisfaction, quality product, innovation and learning and resource utilization.

Increased innovation also improves product quality. In this respect, a major strategic priority is the need for SMEs to focus on products and services that have implications for business and innovation support policies. According to Laforet and Tann, the capacity to innovate is a strategic tool for those firms that want to maintain their competitive position in the marketplace. On the other hand, providing innovative products with enhanced utility may help firms strengthen their competitive position in home as well as international markets.

Rosenbusch et al have identified several factors that affect the relationship between innovation and SME performance: characteristic of entrepreneur and SMEs, management and know-how, products and services, the way of doing business and cooperation, resources and finance, and external environment.

The objectives of this study included: (1) to be aware of the perception and implement a situation of innovation strategy in the Romanian SMEs; (2) to discuss the relationships between the innovation strategy in the Romanian SMEs and the increasingly their performance; and (3) to explore the relationship between technology, competitive advantage and performance of the Romanian SMEs. This study is designed specifically to examine the relationship between innovation and SME performance.

This research focuses on two study questions: (1) Is importance to improve innovation potential for triggers SMEs performances? (2) In what ways does the development of an innovative strategy influence the performance of SMEs?

This study also surprised that innovation process has become the biggest capital investment project for Romanian SMEs. Through actual situations and theoretical discussion, this study provides practical suggestions and hopes it can help with the clarification of innovation strategy's direction.

The conclusion emphasizes that the factors such as the age of the firm, the type of innovation could help build the capacities and capabilities of the SMEs to attain growth and competitive advantage.

Based on the results of this analysis, we can affirm that the relationship between innovation and SME performance is positive and is stronger in younger firms than in older firms.

Theoretical Background and Research Methodology

This study contains two main constructs, namely innovation strategy and SMEs performance. The realization of SMEs performance by implementing innovation strategy is what enterprises are concerned about. This study discussed whether the implementation of innovation strategy has a significant influence on SMEs performance.

This study aims to testify the following hypotheses by empirical analysis:

H1: Innovation strategy has a positive correlation with SMEs performance;

H2: The implementation of innovation strategy has a significant influence on SMEs performance;

H3: The relationship between innovation and SME performance is positive and is stronger in younger firms than in older firms.

This study took Romanian SMEs as the respondents and used a random sampling. Research was carried out from 01/03/2014 until 31/08/2014 and a total of 119 questionnaires were distributed and 82 were collected, giving a return rate of 69%. Among the online collected questionnaires, 15 were invalid, so there were 67 valid questionnaires.

Results

The values of Cronbach's α of the collected questionnaires in this study were in the range from 0.560 to 0.598 that all are above 0.47, as seen in Table 1.

Table 1: Reliability Analysis

Items	Dimensions	Cronbach's Alpha	Cronbach's Alpha (as a whole)
Innovation strategy	Strategic alignment	0.565	0.577
	Value delivery	0.598	
	Risk management	0.564	
	Resource management	0.567	
	Performance measurement	0.562	
SMEs performance	Financial dimension	0.561	
	Customer dimension	0.560	
	Dimension of internal process	0.563	
	Dimension of learning and growth	0.562	

The result shows that the validity of this study was 0.572 and $5.33 \leq KMO < 0.6$, which was significant. Therefore, this questionnaire had good validity.

This study adopted a regression analysis to measure the correlations between the five dimensions of innovation strategy and SMEs performance. The study results also showed that the values of p for innovation were all less than 0.05; the confidence interval was 95%. As a result, H1 and H2 were all acceptable.

In addition, this study adopted a One-Way ANOVA to compare Romanian SMEs implementing innovation strategy with those that have not implemented innovation strategy.

The significance of the two-tailed test was 0.000, which is less than 0.05, as seen in Table 2. As a result, this study proved that the relationship between innovation and SME performance is positive and is stronger in younger firms than in older firms ($F = 18,855$, $p = 0.000$).

Table 2: SMEs performance – ANOVA

Innovation strategy	Quadratic sum	Average quadratic sum	F	Significance
Interlock estimation	4.685	4.685	18,855	0.000
Linear item	4.685	4.685	18,855	0.000
Weighting	4.685	4.685	18,855	0.000
Intergroup	11.761	0.165		
Sum total	16.446			

Meanwhile, the averages demonstrated that the SMEs performance of enterprises implementing innovation strategy was higher than for those that had not carried out innovation strategy ($2.4412 > 1.9959$). Therefore, H3 was supported.

Conclusions and Suggestions

This study investigated the current situation of Romanian SMEs' implementation of innovation strategy and gave a reference for enterprises that may implement innovation strategy in the future.

When the enterprise's strategy is the same as its innovation strategy, the innovation objective is in accordance with the enterprise objective. According to the results, the content and process of the innovation strategic planning is a resource of enterprises' competitive advantages and the process is positively correlated to enterprises' financial performance. Through innovation resources required by proper investment, utilization and distribution are

essential for enterprises to obtain SMEs performance.

The investigation of this study proved that the average SMEs performance value of Romanian's SMEs which have implemented innovation strategy is significantly higher than that of those who have not implemented innovation strategy.

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Adolescents and the Influence of Mass-Media Means (TV and Video) Aspects of Psycho-Social Psycho-diagnosis

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ABSTRACT

Most of the criteria of substance dependence can apply to people who watch a lot of TV and Internet addiction. Television and internet addiction have very similarly manifestations to drug addiction and there is no treatment only for technology. Intense Involvement with the Internet has all the characteristics of an addiction. The research studies TV, video and computer addiction and the way. The negative effects of viewing television and video affect especially comprehension. Sight, body posture and so on.

Introduction

Adolescence is "the age of crises" as J.J.Rousseau call it, but also called "a stormy revolution", „The second birth" (1973, p.194). Most part of the adolescents assumes risks but they need guiding and counselling to orient assuming behaviours of the risks to behave more constructively and less dangerously. The most sensitive in the development of behavioural issues are: drug use, alcohol abuse, pregnancy and sexually transmitted diseases, school failure and quitting school.

Both television and internet addiction have very similar manifestations to drug addiction. And there is no treatment. Intense envelopment with the Internet has all the characteristics of an addiction. The researchers who have studied this addiction were Michael Real and Raluca Ene. They emphasized the beneficial effects of video games which develop thinking, new skills and strategies, as well as special co-ordination and the co-ordination of hand movement and gaze.

The teenager "a maturing child or insufficiently matured young man"?

Adolescence meas the increase of intellectual development, a transition between childhood and adulthood.

Adolescence beginnings at puberty and ends at the age of 18 or 21 with late adolescence that extends well into what is now known as the period of young adulthood. "Adolescence" is a

cultural and social phenomenon and therefore its endpoints are not easily defined tied to physical milestones. The word derives from the Latin verb *adolescere* meaning "to grow up."

Adolescence is a period when abstract thinking appears, young people become more aware of their sexuality, develop a clearer sense of psychological identity, and increase their independence from parents.

Adolescence is a period of hypersensitivity during which there are many motivational and emotional conflicts. The sociological approach is that adolescence is a series of cultural and social integration of groups of teenagers having common preoccupations and specific cultures (the teenage subculture).

Adolescence is the „golden age“, „the dramatic age“, of anxiety“, „the age of social integration“, „the age of dispute“, „ age of marginalization “and of subculture“. Etc. In Western culture, a distinct youth culture has developed. This culture is often considered, or in rebellion against the mainstream culture and is thus often referred to as a subculture.

These sub-cultures include teen "Goths", "punks", "rockers", "gangstas" and so forth. A new general term to describe normal modern teen behaviour has spread in Finland and already widely spread over Sweden and Estonia, the term *peppimism*.

The teenager is exuberant, able to control events in their mind through logical deductions of possibilities and consequences. He is gay, and euphoric, depressive gloomy, and melancholy. Sometimes egoism, abasement, humiliation, and bashfulness, vanity, and conceit are just as characteristic of this period of life.

Some psychologists suggest that there is a period in late adolescence that extends well into what is now known as the period of young adulthood.

The teenager is an inexperienced person half child half adult with almost life experience in contradiction to maturity as perceived by the teenager who is evidently unprepared to lead an independent life.

Adolescence is a transitional stage with uncertain boundaries. In other words, it is difficult to tell exactly at what ages adolescence begins or ends—its inception and termination is difficult to determine. Adolescence is "a stage in the life cycle between childhood and adult life.

Adolescence as a concept which appeared in literature in the 15th century. During the middle Ages children were treated as miniature adults. Children and adolescents were believed to entertain the same interests as adults and, since they were simply miniature adults, they were treated as such, with strict, harsh discipline.

Teenagers believe in extremes. Fanaticism or "my way is the only way". It is distinct from the idealism that is characteristic of adolescents; fanaticism precludes others' rights to disagree. You could go the other way, where you relinquish your right to an identity by fusing with a group, especially one keen to define who you are: such as religious cults, militaristic organizations, groups founded on hatred, groups that have divorced themselves from the painful demands of mainstream society. Teenagers are loyal to their community despite their imperfections, which come from having found a place where one is able to contribute.

Teenagers want to be free, not take part in the home and family events as hormonal changes of adolescence can lead to sudden mood changes. Rapidly changing bodies and new problems can also anxiety. According to a common stereotype, adolescence is full of discord, trouble with parents, and rebellion against family and parents.

Many adolescent behaviour patterns are aimed at enhancing sexual attractiveness and/or self-image or are a response to peer pressure. Some of these behaviour patterns are dangerous to health.

Adolescence is characterized by an increased need to regulate affect and behaviour in accordance with long-term goals and consequences, often at a distance from the adults who

The teenager is sensitive, having great ideals; he despises compromise, banality, and lies. He uses the amour of toughness, he is callous and stubborn.

Addiction or dependence

Addiction is a situation of dependence when life is highly subjective while the individual is focused on the repetition of behaviours to the detriment of affective or social detrimental investments.

Most drugs and behaviours that provide either pleasure or relief from pain pose a risk of dependency. Drugs can trigger a craving for more of the drug increased psychological tolerance to exposure, and withdrawal symptoms in the absence of the stimulus. The person must then continue to use the drug in order to feel normal, or its absence will bring about symptoms of withdrawal.

Psychological dependency appears when a drug has been used habitually and thus the mind has become emotionally reliant of its effects. The drug either elicits pleasure or relieves pain, and the individual does not feel capable of functioning and living without it. Its absence produces intense cravings, which are often brought on or magnified by stress. These symptoms can appear within a few hours, a few days or weeks. Behaviour addictions of drug are the drug addicts without a drug.

Most of the criteria of substance dependence can apply to people who watch a lot of TV and play too many video games.

The criteria are: watching TV lasts for a long time and lasting over 4 hours a day, leaving the TV on longer than one intend, unsuccessfully trying to reduce watching TV, giving up or withdrawing from an important family event or from an activity in order to watch TV. This term may be applied to all forms of excessive behaviour, as for instance drug, alcohol, narcotics caffeine, food, movement, gambling and TV addictions.

Television, the good fairy

Television has several effects upon mental activity; some effects are positive and related to learning performance.

American children spend more and more time watching TV compared to the other activities they do. At the age of 4 or 5 they spend 28 hours a week watching TV. Primary school children spend 25 hours a week watching TV, high school students spend about 28 hours a week watching TV while in many households the TV sets replace conversation. Prolonged TV programme viewing leads to: excessive stimulation of children, withdrawal, a passive attitude caused by attention and listening issues.

Every day effects on learning are the following: television manipulates the brain so that it should pay attention by means of hearing and sight. This affects the natural defence of the body. Television includes neutral passivity and devotion to one task only. Television may have a hypnotic and addictive effect on the brain chaining the frequency of electric cerebral impulses and thus blocking the mentally active process and changing its frequency.

TV viewing manipulates, by means of vivid colours, flashes and high volume separate.

The induction of alpha waves has a hypnotizing effect on the mind. Viewers often think what they see on television is real even though the programme includes quick camera switches, computer generated objects quick image movement, and computer generated features.

This means the impulses have no outlet. Excessive stimulation is generated leading to hyperactivity, frustration, irritability, emotional isolation especially in the case of young children.

Effects on TV viewing on children and the development of their senses

Students who get good marks watch less television or not at all. Students who watch television for more than two hours a day have understanding issues. Hearing, sight, radiation effects, artificial light, obesity, sleep deprivation affect reading skills, affecting creativity, imagination, and the image of reality, social development also affecting the perception of reality.

Watching T.V. can be very passive both physically and intellectually. When sitting in front the screen, what an individual does most is to watch and listen to what others have accomplished.

Humans are not designed to look at a flat screen for long periods of time. This is especially the case of children or infants whose vision is developing and we believe visual skills are being damaged while watching TV eyes are motionless and unfocussed in order to see the entire screen. Healthy eyes have to move in order to stay healthy. Sight matures after 12 years of age. Excessive screen-watching at an early age to be at fault for these problem Children need appropriate visual stimulation for sight to develop normally. Parents should limit TV and computer games, especially in children under six whose sight is still developing, though the effects occur in older children as well.

Excessive screen-watching at an early age might damage listening, it is not an active listening is a skill which must be practiced in order to develop, and children must process hearing stimuli to be able to make up their own mental image as a reaction to what they hear. In case the television set is permanently on, hearing gets tired by the background noise. During a walk or a trip to the countryside children discover unknown phenomena and real experiences. The image on the screen is not natural. The effects on health are the impact on movement co-ordination and balance. Children who consistently spend more than 4 hours per day watching TV are more likely to be overweight. Kids who view violent acts are more likely to show aggressive behaviour but also fear that the world is scary and that something bad will happen to them.

TV characters often depict risky behaviours, such as smoking and drinking, and also reinforce gender-role and racial stereotypes.

Radiations lead to a substantial decrease of the amount of X rays, obesity and cholesterol increase are also related to viewing TV when additional food, snacks, popcorn, sweets and cakes potato chips is the reason many children gain weight. Those children who watch T.V. at home crave for all kinds of snacks, and children who get stuck with T.V. tend to weigh more than those who don't watch T.V.

Children who consistently spend more than two hours in front of the TV screen and the computer monitor are deprived of sleep. Viewing too much TV could a drug which causes changes in behaviour and often leads to addiction.

Effects on cognitive and intellectual development

Television has a paralyzing effect on the child's brain, which does not develop properly as a result of excessive screen-watching at an early age.

During the early age when the brain is malleable and sensitive and excessive screen-watching prolongs the domination of the right lobe of the brain inducing a trance like state.

When screen-watching exceeds 20 hours a week the development of verbal and logical of the left brain lobe. The brain needs during this sensitive stage as from a linguistic point of view this is the stage when language is acquired.

The knowledge of vocabulary is not affected neither positively and nor negatively by television but verbal fluency creativity is lower when children watch the screen excessively.

Viewing the T.V program is not as engaging intellectually as reading a book or writing a diary by oneself. This is because these activities make a person creative and active and productive.

Watching the T.V program is preferred to reading books by the children who are fluent readers. Watching the T.V requires little concentration offering electronic images and thus entourage's passivity, while reading requires attention, thinking and visualization.

Researches on adult and child brain waves while they are watching T.V confirms that brain activity passes from beta waves, vivid and conscious attention to the emission of alpha waves within 30 seconds from turning on the T.V. set. When the brain is working, electrical activity is happening and this electrical activity actually comes up with what is known as brain wave frequencies. The alpha brainwaves are not quite as fast as the beta waves, but they are still

faster than the theta and delta waves. Alpha waves occur when a person is relaxed, but alert, having a frequency of 8–13 Hz. During this state, a person is awake but resting. During sleep alpha waves are replaced by beta waves.

The electrical responses of the brain are similar to the responses that appear when the eyes are opened. Boredom means the time needed to be creative and imaginative. A bored child watching T.V. has no more time to create and let his/her imagination fly, as he is bombarded with television images. This endangers the ability to create his/her own mental images. Effects upon social development regard the impossibility of television to replace interaction with real people or every day encounters with others. The child is unable to develop without interacting with the others and constructively solve personal issues. Life situations are simplified; good overcomes evil within about an hour.

Television is an educator and entertainer which helps pre-schoolers learn the alphabet on public television, pre-schoolers can learn about wildlife on nature shows, and parents can keep up with current events on the evening news.

TV addicts have a distorted vision of reality; linear reasoning and language functions such as grammar and vocabulary often are lateralized to the left hemisphere of the brain. The critical spirit which enables humans to formulate judgments, opinions and conclusions is activated when the mind is focused and alert, while Beta brainwaves occur when humans are teaching, solving problems, assessing situations, having conversations, or doing other processing activities. As soon as the television set is on the image on the screen is transmitted straight to the right hemisphere of the brain.

The passage from beta brainwaves to alpha brainwaves proves it. Alpha brain waves work to move you towards imagination, thinking that is intuitive, and deep relaxation. These brainwaves show that your mind is relaxed although still aware. When you relax and close your eyes these brainwaves are increased. They can help you to meditate, relax, and sleep and recovery from stress or emotional distress. This means that neither adults nor children get information at all, that is, information is received but cannot be evaluated critically. The delicate process which takes place in the child's brain and the child will not see and understand a cartoon as an adult. What grownups think is a funny story may be interpreted differently by a child.

The longer time teenagers spend watching TV, the slower the emission of brainwaves is. The left lobe is asleep as soon as watching TV begins. As soon as viewing has started, the left lobe is busy storing information. This learning is not a conscious one; it is similar to learning during sleep. Violent images suggest many doubtful moral values children might unconsciously store. Television might numb the brain. Watching television seems a harmless way to relax. Most of the viewer's think that television has absolutely no effect on how one thinks or on what one does.

Watching television turns off our analytical brain, that is, the left side of the brain. Thus we the viewer's uncritically, or illogically process the information offered on television. This activity is passive disfavoring the development of the left hemisphere of the brain in charge of linear reasoning, analytical, processes, and mediates between logical, deductive thinking. Linear reasoning functions of language such as grammar and word production are often lateralized to the left hemisphere of the brain.

Television preferentially cultivates the right hemisphere. Holistic reasoning functions of language such as intonation and emphasis are often lateralized to the right hemisphere of the brain. Television viewing damages self-esteem most of the programmes are depressing and only very few stimulates.

The Internet

William Gibson describes „a world“ of computers. Even if the space behind the screen may be made to access information stored to be able to send messages, to meet people all over the world, to take part in cultural events. This is clearly a figurative space depending on the way

it was created. Thus one is able to understand William Gibson's statement that Gibson according to whom Cyberspace is the "space" behind your computer screens. The writer William Gibson, in his trilogy of novels about computer users in the near future who are able to leave their bodies and ride through cyberspace. Cyberspace in the Gibson novels was also populated by disembodied Artificial Intelligence systems, which had agendas of their own. Cyberspace is a metaphor because it identifies the region where electronic communication occurs as being a kind of space.

Mass-media communication means conveying information to qualified persons word wide Mass media is a part of media section of the media designed to reach a large audience. The term was coined in the 1920s with the advent of nationwide radio networks, newspapers. Television, radio, books, periodicals Mass media includes Internet media because individuals now have a means to exposure that is comparable in scale to that previously restricted to a select group of mass media producers. Marshall McLuhan had predicted that an interconnected net of telecommunication, an interconnection which is the electronically extension of the central nervous system. Marshall McLuhan, a Canadian Professor of English Literature, was one of the most significant media theorists analysed the effects of mass-media on the consciousness of people. According to Marshall McLuhan technology represents an important contribution to the development of culture, society and consciousness. Together with Vannevar Bush and Norbert Wiene Marshall McLuhan created the Internet.

Internet addiction disorder has not yet been added as an official diagnosis to the DSM. The following, however, is a set of criteria for Internet addiction that has been proposed by addiction researchers. The criteria are based on the diagnostic standards for pathological gambling.

Internet was termed Cyberspace, net, online, web, each with a certain meaning, part and impact. The causes of Internet Addiction Disorder. This disorder has a variety of causes that are still being studied by psychologists.

The causes of Internet Addiction are: The hunger for knowledge is so strong that they may not be able to stop themselves from doing Internet searches and reading informational articles, the Internet is an escape from reality when the user is depressed, pessimistic and hopeless. A lonely person will become addicted to the Internet because of an online activity that encourages another compulsive behaviour. Some people become addicted to Internet dating sites and chat lines due to loneliness and desperation to meet other people. And it is a manner to avoid feelings, thoughts, behaviours and decisions. Internet allows the user to hide behind the monitor and shop, make friends, play games, read newspapers, listen to music; he may live in a fancy world.

Anxiety and a social disorder could also cause an Internet addiction. The person seeks to escape from the real world, which she finds scary, to a fantasy world online where she can be more outgoing.

The signs of Internet Addiction are: loneliness, preoccupation with being online. Often the person will think a lot about his last session online wanting to repeat it, he feels bored, bad tempered, upset, grumpy, restless, moody, depressed or anxiety-ridden when he is unable to be. When online, or after an online session a person may feel a sense of manic depression, guilt, anxiety, or hopelessness. Since 1966 research has started about the teenagers who are under the influence of video games.

The Computer, video games and the Internet

While viewers are watching television, the right hemisphere is twice as active as the left, a neurological anomaly.

This deleterious frontal lobe effect appears to be the results of the camera-switching work in most videos and other programming. The technical problem with the filming technique is referred to as "rapidly changing scene of reference."

The hypnotic action of television pushes the brain into an electric alpha state and concomitantly undermines the cerebral beta brainwaves rhythm, with multiple and varying frequencies are often associated with active, busy or anxious thinking and active concentration. While viewers are watching television, the right hemisphere is twice as active as the left, a neurological anomaly. While watch TV the activity of brain switches from the left to the right hemisphere and the right hemisphere is twice as active as the left, a neurological anomaly. When the computer is used for in a thinking process the effort of the brain is greater than usual in order to overcome the hypnotic inertia induced by the images on the screen.

Viewing television generates alpha brain waves are a sign of relaxed activity in the brain. Alpha brainwaves are the dominant brain wave activity when the body and the mind are able to relax. In order to function properly the brain is requiring beta brain waves. Often associated with active, busy or anxious thinking and active concentration.

These commissures transfer information between the two hemispheres to coordinate localized functions. These two parts of the cerebrum, which is divided into two sides, the left and right hemispheres, separated by a deep groove down the centre from the back of the forehead. The screen opens the subconscious inscribing the images into the subconscious. The reading of a text on the screen is not the same as playing and forgetting about oneself. An electronic or computerized game played by manipulating images on a video display or television screen is very similar to TV viewing.

During video game the images, icons, pictures change quickly, the user's instincts and emotions are strong change and changing quickly. The user's thinking is restricted to the computer interpretation, which is operating at the same mental level and is strictly formal. The purpose of children' education is the slow development of logical and objective, creative and free thinking skills so the individual should be creative at adulthood.

Thinking should not be overloaded too early with rigid forms like the ones required by the computer which in turn require an enormous control. Video games appeal to strong feelings which trigger aggressiveness, violence and challenges. Video games require a small number of less ample, automatic movements and it can be said that Video games convert the user game into a robot's game. The skills the user acquires cannot be used in real life. The points the gamer has won depend on the reaction speed.

Only by means of logical thinking, one can achieve the specific targets, and grasp the nature of the provisions to acquire further understanding of the objective world. Logical thinking is a slow process. The user must react without thinking; his reaction is automatic and reflex action, something that he does without thinking, as a reaction to a situation,

Children play video games more successfully and easier as their thinking and own conscience is not yet formed. Adults do not eliminate thinking so easily when they have to reflexive action. Dependence is a psychological and sometimes physical state characterized by convulsions which stop after drug use.

Tolerance is a physical form of dependence which unleashes when the human body gets used to the drug/medicine and needs an ever larger amount of drug with the same pharmaceutical effect. Drug dependence is a physical or psychological state in which a person displays withdrawal symptoms if drug use is stopped suddenly; this could lead to addiction.

Drug dependence is the repeated use to get into a certain state, sometimes drug overdose may appear.

Drug abuse can lead to drug dependence or addiction. People who use drugs as a pain relief may become dependent, although this is not common in those who do not have a history of addiction. A person may have a physical dependence on a substance without having an addiction.

The signs of Internet addiction are: loneliness, concern with being online.

The person will often think a lot about his last session online wanting to repeat it, he feels bored, bad tempered, upset, grumpy, restless, moody and depressed. When online, or after an online session a person may feel a sense of manic depression, guilt, anxiety, or hopelessness.

Both the computer and the television stress the brain inhibiting the activity of the left hemisphere of the forefront cortex and weaken communication.

The corpus callosum links the two hemispheres. The corpus callosum is a large bundle of nerve fibres and other smaller commissures. The part of these commissures is transfer information between the two hemispheres to coordinate localized functions. These two parts of the cerebrum, which is divided into two sides, the left and right hemispheres, separated by a deep groove down the centre from the back of the forehead. These two halves are connected by long neuron branches called the corpus callosum.

The generation of the 60s is the first generation which grew up watching TV and thus differing from the generations before them.

The transformations which have taken place in the brain and the conscious horizon while watching TV are similar to the transformations induced by the drugs.

The years spent in front is a brain washing activity or "mind control" offers a whole generation the prerequisites for other experiences which other similar mental experiences.

Positive effects of video games

Douglas A. Gentile and J. Ronald Gentile (2005) emphasized that the violent video games become very useful, excellent teachers, if the principles of learning, knowledge and instruction because: the games have clear cut objectives, they have different levels and they may be adapted to the user's knowledge and ability. The games have clear objectives, often set at multiple difficulty levels, to adapt to the prior knowledge and skills of each learner and the pace of each learner (faster or slower, novice or expert). When the user masters, the knowledge and skills are practiced further to provide over learning. With over learning the knowledge and skills become automatized and consolidated in the mind of the learner, so that the learner can begin to focus consciously on comprehending or applying new information.

Positive effects of TV dependency

The people who are viewing TV programmes share common interests as they have different educational levels, intellectual orientations and tastes. This may mean addiction that children might be dependent on cartoons, women might be dependent on feature films or series, teenager boys might be dependent on sports and games, teenager girls might be dependent on fashion, while the older generation is dependent on musical and religious programmes.

This differential addiction may result in misunderstandings and conflicts as to what programme to watch and conflicts among viewers within the different categories of viewers. The conflict appears if the different categories of viewers watch the same programme but the content prevents them to view it together.

TV dependence overall or dependence on a specific programme influences the personal lifestyle. The dependent person avoids visiting and being visited by other people because of a certain TV programme.

Addiction determines time allocation, temporizing study, eating, movement and modifying the interaction social time. Addiction might gather and unite the family members dictating what, where and with whom to do an activity. A new issue is created by multiple channel television. The larger the number of channels, the more varied the programmes are. It is difficult to choose the channel. Addiction might appear as a result of viewing programmes broadcast in various languages. Language and the content of the programme become an important addictive factor.

Conclusions

Adolescence is a transitional stage with uncertain boundaries. TV dependency has positive effects as well. If all or most of gather around the television set and watch the programme. . The television set facilitates physical closeness as they watch the programme being "unity in silence ".Physical proximity and mental distance co-exist together within the family or together with friends and do not implicate themselves in "undesirable" activities. Viewing television generates alpha brain waves are a sign of relaxed activity in the human brain. Alpha brainwaves are the dominant brain wave activity when the body and mind are able to relax. If you have ever practiced Meditation, yoga, or even feeling relaxed means experiencing alpha brain waves while the brain is requiring beta brain waves often associated with active, busy or anxious thinking and active concentration.

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Innovation and Entrepreneurial Strategies in Balneary Tourism

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ABSTRACT

The most recent strategic management theories consider that entrepreneurship and innovation development are favored more by certain organizational development contexts. Due to the fact that innovation became an instrument and a condition for performance, its approach should be done in a systematic way at an organizational level. Managers are responsible to develop an organizational entrepreneurial environment and to adopt innovation as the main instrument for growing.

The entrepreneurship is related to innovation and it is associated with an organizational growing process. Innovation is the foundation of the entrepreneurship model by offering new perspectives related to growth and progress.

Entrepreneurship and innovation were given special attention in the context of the European financial crisis, because they are regarded as very important aspects of economic vitality, being the essential path to sustainable economic growth.

Balneary tourism represents a great opportunity for the economic development of our country, contributing thus to the downsizing of the seasonality in Romanian tourism. The recovery of balneary tourism is beneficial throughout the entire country, and his international promoting can turn into an element of revival of Romania.

Introduction

It can be said that entrepreneurship is the "spearhead of a business". International business environment subjected to globalization trends and rapid change, especially in the context of deep economic crisis, finds in innovation a source of solutions to all problems and a way to adapt.

"The entrepreneur innovates"¹, therefore the evolution of change is sustained by innovations, by rethinking what we do and reinventing the industry we operate in. Howard Stevenson from Harvard Business School states that "entrepreneurs seek and succeed to value not only their own resources, but also the resources, the skills and the talents of others"².

In the capitalist economy situation, the corporate survival requires to prevent the distancing from progress, by close gathering the human resources from the organization to the

¹ Drucker F. Peter, *Selecție din lucrările de management ale lui Peter F. Drucker*, Editura Meteor Press, București, 2010, page 141;

² Howard H. Stevenson, *The Entrepreneurial Venture*, Harvard Business School Press, London, 2009, page 10;

innovation and Research & Development activities. There is sufficient evidence to show a direct link between innovation and organizational efficiency and efficacy.

In our country, at a declaratory level, the innovation and entrepreneurship strategy is subjected to current and ridiculous phenomena, because they are extremely confusing, due to the fact that it doesn't exist a competitive force requiring strategic thinking in the main "actors on local arena".

The state of indifference or refusal to use the scientific tools of strategic management by entrepreneurs represents a whole process that generates instability, high costs, and leads to the companies' struggle for short-term survival, undermining the long-term development. The lack of 3-5 years strategic objectives often leads firms in a statistics position of bankrupt companies.

Romania is well-known for its balneary potential, but could not keep up with the continuous innovations of the European market and in the last twenty years, has failed to reach to the qualitative and diversity standards of European requirements. Considering all above, the touristic balneary services market in Romania is a market in decline, where entrepreneurship and innovation have not penetrated with the same force with which they have positioned themselves on the European market.

It is necessary to adopt strategies that support continuous innovation. Only in this way **unique, economic performances** are generated, representing the **essence of progress**.

Chapter I – Entrepreneurship – New Strategies and Policies for Economic Development

1.1. Entrepreneurship in the European economy

The former EU Commissioner responsible for enterprise policy, Erkki Liikanen, said: "**Small and medium enterprises form the backbone of the European economy. They are the key to entrepreneurship and innovation in the European Union and thus they are essential to ensure the EU's competitiveness.** A correct definition of SMEs facilitate the identification of their needs and the development of effective policies to offset the specific problems regarding their small size"³. **The performance of entrepreneurial strategy** is directly reflected in the evolution of SMEs.

European Union since its establishment in 1956 after the Treaty of Rome, turned its attention mainly to small and medium enterprises. Then, based on this, has appointed an European Commissioner for their support. In 1986 special programs were created for the purposes of stimulating the development of SMEs.

Then, in 1990, the XXIII General Directorate for SMEs was established as a measure of the importance given to the aspects of supporting the development and function of SMEs in the European territory.

The XXIII General Directorate for SMEs developed "five types of programs for SMEs to ensure the favorable environment for their support:

- 1) "The program to establish economic and innovation centers"** (BIC - Business INCUBATION Center) – by creating new SMEs, innovation-oriented;
- 2) "The program on providing capital for new business creation"** - the creation of new funds in all EU countries, to stimulate the formation of new SMEs;
- 3) "The euopartnership program"** - geared towards promoting the territories with the lowest economic level by supporting the development of collaborations between small and medium enterprises in that area with other SMEs;

³ European Information Centre, www.euro-info.org.uk/euronews;

- 4) **"The program for making a computerized system for economic cooperation"** – by creating a network of economic consultants from the economic area to support businesses in collaboration with other non-EU countries;
- 5) **"The program for establishing the economic information centers InfoCentre"** - which provides SMEs information on EU policies "4.

Currently, in all economic programs of the European Union a proper framework for SME is being developed through a system of grants and subsidized loans „in several directions:

- + Financial contributions for education and training (training activities);
- + Financial contributions to stimulate research and development;
- + Investments in other states;
- + Financial contributions to stimulate economic development"5.

There are, however, other funding opportunities needed to support their development:

- + Euro-Tech financing for innovative projects;
- + Special financing through the European Investment Fund;
- + Special financing through the European Investment Bank;
- + Financing through the Fund for financing of cross-border joint ventures;
- + Financing through the Fund for grants for the establishment of SMEs;
- + Cohesion Fund financing.

Across the European Union, SMEs cover "99% of enterprises number, over 66% from the employees number and 54% from the turnover number. Basically more than half of the VAT is created by SMEs (45% in industry, 59% in services and 81% in constructions)"6.

Small and medium enterprises have a vital role in the economy of European countries. They are a **source of innovation, job creation and entrepreneurial skill**.

"The list of indicators"7 at the European level to quantify business performance is being developed with the assistance of OECD, in continuous improvement:

- I) **Indicators of entrepreneurial performance** - measures how a country acts in entrepreneurship. Indicators are expressed in rates of entrepreneurship and quantifies the result of the process;
- II) **Entrepreneurial impact indicators** - measure the impact of entrepreneurial income;
- III) **Determinants of entrepreneurship** - measure the different aspects of the condition and quality that stimulate, support or determine entrepreneurship.

1.1.1. The 2020 Development Strategy. The impact on entrepreneurship

To return to the path of growth and to oppose the increase of unemployment rate, the European Union badly needs more entrepreneurs, heavily investing in entrepreneurship education, through cohesion programs.

Newly established SMEs annually create approximately 3.8 to 4,000,000 new workplaces, which is why a while back, the European Commission Vice President responsible for Industry and Entrepreneurship, Antonio Tajani, said: "to be very clear , more entrepreneurs mean more workplaces, more innovation and greater competitiveness. Becoming an entrepreneur and putting your vision into practice requires assuming more personal risks and efforts.

Entrepreneurs are the heroes of our times. Entrepreneurship is the most powerful catalyzer for economic growth in economic history. Therefore, we must make entrepreneurship an attractive and accessible perspective for citizens. This is the

⁴ General Report – Activities of the European Union, 2010-2012: http://europa.eu/publications/reports-booklets/general-report/index_en.htm;

⁵ European Information Centre, www.euro-info.org.uk/euronews/;

⁶ Dinu Marin, *Economia României – Întreprinderile mici și mijlocii*, Editura Economică, București, 2002, page 25;

⁷ Organisation for Economic Co-operation and Development (OECD) - *STD/CSTAT (2006)*, Paris, 2006;

*main message of our plan of action. **If we can relaunch the european entrepreneurial potential we can jumpstart the economic growth in Europe***⁸

In Europe, the OECD (The Organisation for Economic Co-operation and Development) is the institution that provides "the configuration for responsible economic policies, with international comparative indicators on entrepreneurship, while remaining aware of the different political context from various countries analyzed. OECD proposes different indicators, each representing an element of the vast and complex entrepreneurial phenomenon. The OECD in association with EUROSTAT and national experts continually develop a new and robust **base of entrepreneurial knowledge**"⁹.

The research undertaken by Brussels officials, found that the number of new enterprises will increase due to entrepreneurship education. A quarter of students participating in the enterprises simulation programs will have their own business in the future. Entrepreneurship Universities courses can stimulate businesses, industrial alliances, business ecosystems and partnerships.

This strategy covers six key areas – where the actions supporting entrepreneurial environment are indispensable to achieve high performance:

- 1) **"access to finance"** - in addition to strengthening the existing financial tools, the Commission proposes a European market for microfinance and simplification of tax methods, in order to support small and medium enterprises to obtain funds through direct private investment;
- 2) **"assistance during crucial phases in the life cycle of business"** – about 50% of SMEs go bankrupt within five years, therefore EU member states should allocate more capital towards sustaining new SMEs to skip this period of turbulences, by providing support in the Research and Development area through training in management, and networking with various entrepreneurs, suppliers and potential clients"¹⁰.

Europe 2020 strategy is to be found in the 2010 Lisbon Agenda, which had the same purpose, for the period 2000-2010.

2010 Lisbon Agenda proved to be a failed project. The essential aim, set in 2000, was "The European Union, the most competitive economy of the world by 2010". Subsequent developments have failed to show that this goal may be a feasible one. By expanding the group, the competitiveness gap with the US and Japan grew further apart, which made EU admit, at the half of the last decade, that the proposed objective cannot be completed until 2010.

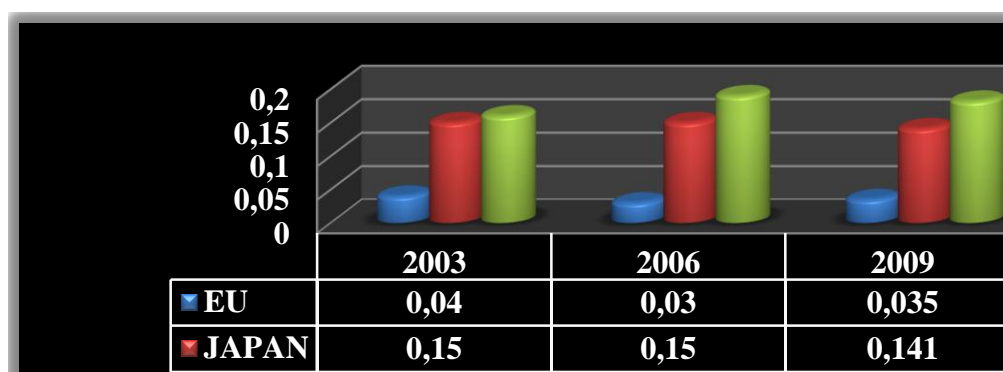


Figure 1.1: Global innovation gap
Source: *The 2010 Global Competitiveness Report*

⁸EU Regional Policy:

http://ec.europa.eu/romania/news/09012013_potential_antrepreneurial_crestere_economica_ro.htm;

⁹Dalotă Marius Dan, *Management Antrepreneurial. Fundamente teoretice, studiu de caz*, Editura Pro Universitaria, București, 2012, page 17;

¹⁰OECD: <http://search.oecd.org/officialdocuments/displaydocumentpdf/?doclanguage=en&cote=STD/CSTAT%282006%299>;

The defining elements of the study "2010 Global Competitiveness Report" indicate that the Nordic countries are the most advanced in the area of innovation, particularly as a result of the "aggressiveness" with which their companies adopt new technologies, the level of the money spent on research and development and the high level of cooperation between the private sector and universities in terms of research.

European entrepreneurs represent **the essence of progress** in all fields of activity, the promoters of change. They are the undisputed evidence in this regard.

The „2020 Europe Strategy" will have to regain past losses and **to emerge the progress toward a competitive, innovative economy based on entrepreneurial growth** through the internationalization of SMEs, improving the business environment for SMEs, renewal of the corporate social responsibility strategy, promoting the restructure of different sectors in difficulty, reviewing legislation, promotion the technologies and production methods that spare the use of natural resources and developing an effective space policy ("Galileo program").

The sources for "**entrepreneurial revolution**" are multiple, as we see in the following figure:

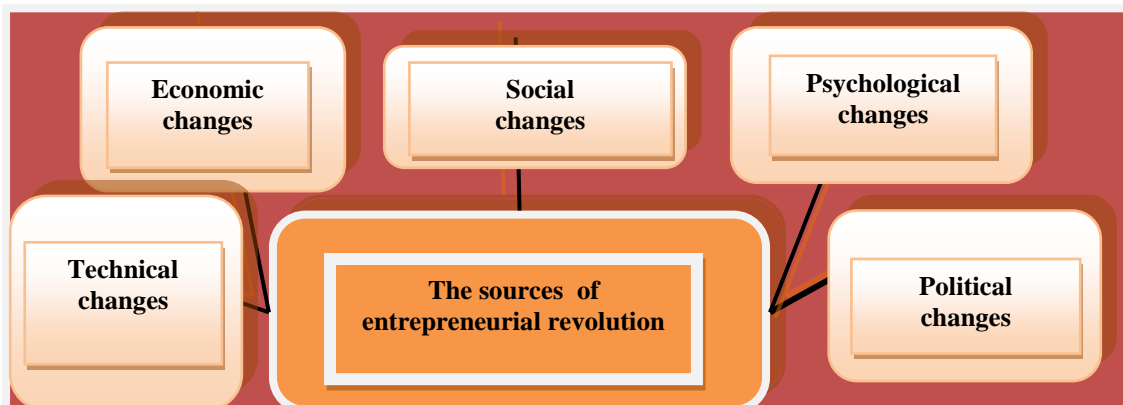


Figure 1.2. The sources of entrepreneurial revolution

Source: Nicolescu O., Nicolescu C., *Entrepreneurship and management of small and medium enterprises*, Economic Publishing House, Bucharest, 2008, page 34;

1.2. Entrepreneurship in Romanian economy

1.2.1. Entrepreneurial culture in today's Romania

Entrepreneurship should be promoted as a serious alternative for traditional career. Romanian State should promote entrepreneurship in schools, as early entrepreneurial education is vital for the formation of skills and proper behavior in Romanian society.

Boosting the SME sector "should not focus heavily on financial support measures which, although respect the competition area, may introduce more volatility in the operating conditions and in anticipation of developments in the business area. More beneficial for entrepreneurs would be ensuring a competitive, stable and predictable business environment. Government policies should stimulate SMEs competitiveness on the long term, given the shortage of competitiveness that the SME sector has in Romania, compared with SMEs from the European Union countries. At the same time, the low level of entrepreneurial development in Romania is revealed by the low density of SMEs reported to population. As a result, **SMEs fail to significantly contribute to the GDP and to the economic growth of the country, as long as there isn't a sufficiently large number of firms and a favorable environment for their foundation and growth**"¹¹.

¹¹ Study made by Post-Privatization Foundation, *Promovarea antreprenoriatului ca factor cheie pentru dezvoltarea economică*, București, 2012;

For Romania to be integrated into the EU there have been recommendations from years prior to accession to the EU to develop a structure for continuous professional training to help improve the quality of the workforce and to adapt it to the new demands of the changing labor market, to support economic development and modernization of the Romanian society. So far there are no basic steps to discuss a legal framework of understandable qualifications, applied both in the initial and continuing professional training.

The level of access to specialized courses by SME owners and their employees, can be tested through periodic opinion surveys among entrepreneurs, created by the Agency for the Implementation of Projects and Programmes for SMEs.

The conclusions drawn at the end of the polls on the current state of demand for training are:

- ✚ The entrepreneurs interest is very low compared to the refreshment of knowledge and skills. The vast majority of business-people (70% of them) have no manager participating in training courses;
- ✚ Middleweight firms have sent their managers in these courses in a greater measure than others. There is a good correlation between firm size and the frequency with which they send their managers in training.

Based on the research conducted, the result was that there is no form of financial incentives or additional deductions in calculating the global income tax for those who pay the courses of professional training; and the banks do not grant loans generally in favorable terms for their participation at professional trainings, except in special circumstances.

1.2.2. Romanian Entrepreneurship during the global economic crisis

In 2009, about 136,000 small and medium enterprises have suspended their activity compared to only 13,000 in 2007. At the same time, new business creation continued through the registration of approximately 116,000 SMEs. The fact that in 2009 the establishment of new businesses has not diminished in an impressive number. shows the entrepreneurial potential of Romanian companies and the need to support the continuous development of this field, ***as the main condition for exiting the economic crisis and the process of re-launching the economic progress.***

Survival is the most important issue for start-ups companies and for entrepreneurship development in Romania. However, most of the new firms that survive either remain in the category of microenterprises, or in the best case scenario they evolve becoming small enterprises.

A very few number of them are able to grow at a medium size enterprise in a short period of time. This latter group of companies, called dynamic entrepreneurial projects or, less formal, "gases", are responsible for the creation of the largest number of workplaces, innovation and added value in the socio-economic environment.

Romanian entrepreneurs' perceptions regarding the impact of the crisis resulted from the surveys developed by various private institutions or projects financed by the European Social Fund. Most common problems found were those related to difficulties arosed after the spread of European economic crisis in our country. Reducing the consumers demands has been the main cause which affected thr sales growth, as well as the decreasing of the costs.

1.3. Entrepreneurship and the peculiarities of tourism firms

Today, the hospitality industry presents a multitude of opportunities to those who own their own companies, as well as to their employees. Such an environment is also dangerous. We are living in a vibrant and challenging era for tourism entrepreneurs. A certain framework must be created through which the operations, the management and strategic routes can develop and focus.

In addition, ideas are directed to conventional thinking and traditional views of rejuvenation. The key issue for entrepreneurs is how to capitalize the strengths and opportunities for entrepreneurial firms, in order to achieve the necessary level of control in its development

and therefore, its survival. In this situation, the entrepreneur can easily be plunged into functional areas.

In 2008, following the financial crisis that has crossed the Atlantic, turbulences appeared in the financial area, including in the SMEs tourism field. In many cases, these companies are much more vulnerable to economic downturn than the large hotel chains, because they do not have enough resources to survive. In addition, following this crisis, SMEs have encountered many adverse situations because they did not held possibilities for accessing funding.

This industry is currently facing a decrease in the number of consumers during the economic downturn. Even the frequent changes in exchange rates in recent years have had a negative impact in this sector, through the exchanges between external and internal tourism.

Based on these considerations, entrepreneurship in tourism is the concern of more and more participants in the hospitality industry. It is promoted as a source of economic growth and as a solution to the current economic problems in this area.

A tourism company "offers a service that can be synthesized to information, to accommodation, to food and to entertainment. Therefore the travel company has a very wide field of customers. It can host business people, athletes, training seminars groups, and under the specific conditions of contemporary tourism, first it must respond to a leisure tourism"¹² and holidays, and only afterwards to business travel and events, to meet all the requirements of people who travel, regardless the reason for traveling. It is therefore obvious that the tourism entrepreneurs will reach success only if the implementation of tourism services will redefine the vision and will understand that achieving performance in the service organizations is the only criterion to value the activity.

The financial results of the tourism company depend on the entrepreneurial spirit, **by improving efficiency and introducing innovation**, strengthening thereby the competitive power and providing consumer benefits from tourism.

Chapter II: The Innovation - The Premises of Entrepreneurial Performances Growth in Tourism

The best way to differentiate between companies is innovation, and especially that of the business model and strategy. Not by better execution, by reducing costs of various activities of the company or by streamlining, we will win the competitive battle, but by finding new ways of approaching a deeply transnational process. The question that entrepreneurs must ask themselves in the tourism sector, is: **How can we continuously innovate?** Due to this fact, in recent years, companies have turned to the concept of "**customer centrality**", by placing the customer on the top of the cocerns through continuous innovation strategies.

Concerns of the twentieth century: production, technology and distribution are no longer current. Globalization, the Internet and many other changes in the business environment and society have moved challenges in the customer relationship area, which is becoming more and more complex and changing, especially when it comes to services in the tourism and balneary tourism. Any company can become "**customer centric**", and the change must begin with the implementation of innovation. Including management processes must be innovated to generate the desired changes.

If we want to transform tourism companies, in order to obtain solid, sustainable competitive advantages, the innovation regarding their functioning must become a normal process, planned with allocated resources and clear objectives. This fundamental change, especially in the tourism services area represents the strongest support in changing the traditional way of management in something spectacular, new, revolutionary and diverse.

Management technology differs very little from one firm to another. **Most companies have a management hierarchy quite similar. Fulminant changes, ephemeral benefits,**

¹² Stănciulescu G., Micu C., *Managementul operațiunilor în hotelărie și restaurație*, Colecția Oeconomica, Editura C.H.Beck, București, 2012, page 214;

technological gaps, warrior competitors, cracked markets, omnipotent customers, rebellious shareholders - these are challenges of the XXI-century, capable of testing companies worldwide; also revealing the weaknesses of a management model which fails to keep up with the times. We improvise, patch and update.

We create innovative projects and departments instead of establishing innovative companies. To maintain profits, tourism entrepreneurs will have to be able to brake the rules through innovation. **"And if they want to rank above a numerous new competitors in terms of innovation and strategic thinking, they will need to learn how to determine their employees to be at their best every day. These are the challenges faced by entrepreneurs in the XXI- century"**¹³.

Continuous innovation in management, namely the innovation in services, has the unique ability to create a long-term advantage for enterprises in the tourism sector.

1.2.1. Innovation in Tourism - European benchmarks

According to Hamel and Breen, "the gradual exit out of the financial crisis and the need to respond to global challenges made innovation be more important than ever. The issues regarding climate change, food and energy security, health and population aging can be solved through innovation. Over the last 20 years, EU policy regarding innovation has made remarkable results, as well as for the continuous improvement of European performance in this area. However, the world is changing rapidly, because this is the very nature of innovation, and the European Commission prepared itself by elaborating the "**Europe 2020**" proposal for the "**A Union of Innovation**".

The European Parliament in its resolution from September 27th, 2011 referring to Europe wants to transform it in „world's touristic destination in the coming years. Structural Funds and Cohesion Fund, purpose-designed, can provide significant support to improve the competitiveness and quality of tourism at regional and local level. Infrastructure created for tourism contributes to local development, with jobs created or maintained, even in rural areas in decline or ongoing urban rehabilitation. Therefore tourism is, on the one hand, a very important tool for integrating less developed regions and on the other hand, can offer them equal access to the benefits of economic growth"¹⁴.

European experts believe that innovation in tourism is possible when there is support from all stakeholders from a strategic point of view. It can support European development and sustainability. For this, all tourism institutions should participate in achieving this goal.

Tourism is a diagonal sector, which involves several types of services and professions interconnected with other economic and political sectors. Transportation has major importance in this context, as it is a lever for sustainable development and competitiveness in the European tourism. Actions require an integrated and concentrated approach - for example if the target is placed in the middle of a relationship network with local tourism attractions – through the development of "door to door" transport. Accessibility is the key to success in the competition tourism.

One of the major concerns "of the European Commission is the seasonality. Therefore, through the innovation strategy, they created various programs such as "Calypso", whose main goal is to allow the journey to European holiday destinations to people who normally can not, while helping economies combat local seasonality demand. Other initiatives are "Low Season Tourism: 50.000-tourists" aimed to attract international tourists, or "EDEN European Destinations of Excellence" to promote sustainable tourism models in the European Union. Innovation is the key element in tourism for the European Commission. One of the examples of innovation strategy was presented by Frydman: the "TourismLink", being an European standard in the tourist B2B distribution systems for Europe, based on the "Travel Open Apps"

¹³ Hamel G., Breen B., *Viitorul Managementului. Noul ghid pentru managerii secolului XXI. Financial Times*, Editura Publica, București, 2010, pages 30-31;

¹⁴ EU Regional Policy, INFOREGIO: http://ec.europa.eu/regional_policy/activity/tourism/index_ro.cfm;

initiative, a tool designed by the "Agencia Valenciana for Tourism – INVAT.TUR and ITH".

1.2.2. Innovation in Romanian tourism companies

Large firms in tourism keep the advantages given by their sizes, to support commercial development of new ideas. They have the resources to avoid financial problems associated with the development of experiments. In addition, they can choose from the very first moment the cost effective size of the business or to achieve a maximal impact on the competitive environment in support of their innovation. This can manifest in various forms, such as business models, products and services, processes and marketing tools. "All this is sustainable for a large firm, while, for individual entrepreneurs and small businesses, many of these forms are not "available"¹⁵. This happens in Romania too.

Innovation can become a permanent goal of large organizations in Romanian tourism. It can be sustainable and can transform in a strategic objective, without being influenced by the concern for the survival of the company. In operational terms, this translates into a permanent support from senior management and stakeholders with impact on the strategic decision, embodied in all organizational subsystems, from the mainstreaming of entrepreneurship in the organizational culture and ending with the allocation of financial resources in the presence of some risks. „The specific of tourism industries do not favor the radical innovations, therefore organizations are prepared to promote incremental innovations, "distributed" in established products and processes. They must be profitable, even though **the pressure of imitation is high and rapid**"¹⁶.

Romanian tourism sector requires a familiarity with the needs of tourists and an approach to how the consumer preferences can be satisfied in terms of efficacy and efficiency, through innovation strategy. In this matter, at a national level, small firms should be sustained in this sector.

In the "National Development Plan", created by the Romanian Government, the tourism sector was given high priority, but unfortunately, the importance of innovation has been underestimated in terms of the attractiveness level of tourist balneary services, being excluded until shortly, from the area of interest and action of the government. It is known that, at Governmental level, there still isn't an official website to promote tourism in Romania.

The completion of the study on e-tourism innovation in Romania, demonstrates that the competitive advantage is not a result of the natural potential, but is based on the research and technology of information. Innovation was born in the Romanian airlines, and then expanded to hotels. It will take some time until it will achieve a high level of development with major impact for Romanian tourism, also being the most important source of information.

At present, the Romanian tourism generally copies and implements the successful models from abroad or from large hotel chains. At the "Excellence in Tourism Awards Gala" was noted that yet, it doesn't exist any prizes for innovation strategies in Romanian tourism, which shows shallowness from the organizers and industry.

Specialists in this area came up with several proposals to encourage technological advantage but also to stimulate technological innovation by creating events, specific stock of innovative projects in tourism, supporting SMEs' small projects simultaneously, who do not have the resources necessary to initiate them.

To have the success resulted from all objectives, our companies must visualize the management's future, therefore, any of the managers should be able to answer two important questions: First, "which are the new and specific characteristics of the management system for the next three years?" and second, "how can the system determine how to create an asset? " The vision should emerge gradually, and the staff should discuss and react.

¹⁵ Băcanu Bogdan, *Management strategic în turism*, Editura Polirom, București, 2009, page 247;

¹⁶ Băcanu Bogdan, *Management strategic în turism*, Editura Polirom, București, 2009, pages 248-249;

Companies will obtain indeed this strategic advantage if they will be able to create ways to increase and cumulate effort (if they extend the limits of individual and collective performance) because this is the very purpose of innovation.

The argument would be that ***most of us grew up in a "postindustrial" society and now, we are approaching the boundary of a "postmanagerial" society and maybe even "postorganizational". "The most important aspect in this new era is the permanent conflict between creativity and structure"***¹⁷. ***And how management and organizational innovation often remain behind innovation in technology and working with management systems designed in the mid twentieth century, Internet-enabled business processes characteristic of the XXI century, our companies will have to produce a change in their DNA management.***

Becoming fully "human" companies, ready for extraordinary future opportunities, and creating an appropriate management model of this century, they will stimulate initiative, creativity and passion of all participants, which will really lead the way to success.

Creating programs, actions and measures included in the strategy they will ultimately result in increased competitiveness for tourism demand, more efficient use of all resources, increase of the quality of services and products offered, and a complete change of their image through the process of "branding".

Conclusions and Proposals

The failure of the Lisbon strategy is due to the fact that Brussels officials still consider entrepreneurship and innovation as a "stroke of genius", but the two should be treated as rigorous, systematic organized disciplines. They still spread the mentality that innovation is strictly related to the Research & Development area, with only technical character. ***Entrepreneurship and innovation should be considered as rigorous disciplines, treated from economical and not technical point of view as they have the ability to generate new companies.***

We are going through a period of massive innovation, which is why enterprises must learn how to have innovative and entrepreneurial initiatives, otherwise ***they will definitely not survive***. For some, the main solution is to reinvent themselves. Innovation also implies the change of products and services to cope with market and consumer demands, which are in continuous change at the beginning of the third millennium.

Starting with small steps, our companies can learn how to innovate and improve. For this it is necessary that entrepreneurs have the necessary initiatives to achieve performance.

As in most cases we are talking about an SME, which does not have a large financial foundation, it must "clearly define" both "the mission" and "the strategies, objectives and its "services", continuously evaluating them. This is the main "key" to understanding the future, that Romanian entrepreneurs should use.

Romanian companies, should be "agents of change", giving up in an organized manner all unprofitable aspects, and systematically and continuously perfecting each service or process.

How human resource has a very important role in a services providing company, staff productivity depends on how it is placed, motivated and driven. This important "detail" must not be overlooked from the entrepreneurial and innovation strategy. It already exists a signal at the Europe level that this is the direction we are heading to. Any business requires an overview perspective on human resources, on which the performance and productivity level of the firm depends, to help with the effective management of the staff.

¹⁷ Thomas S. Kuhn, *Structura revoluțiilor științifice. Ediția a treia*, Editura Humanitas, București, 2008, page 7;

The implementation of entrepreneurship and innovation will allow the recognition of Romanian tourism companies at an European level. The accomplishment of strategic objectives will lead to the growth of diversity and quality of the services offered by this company.

The development of tourism can lead to economic development of resorts, and rural localities in the areas with balneary factors, due to the multiplier effect of this activity.

In a country like Romania, **we have no reason to believe that the legal system will support entrepreneurs and reduce taxes, which is why they must find their own solutions to withstand the frequent economic and technological changes. For this, entrepreneurs will have to predict future aspects and to base their strategies on them.**

And, besides the absence of a cultural heritage, Romanian entrepreneurs are lacking in entrepreneurial models and methods, according to Marius Ghenea, the famous Romanian entrepreneur with several successful exits in the post-revolutionary Romania.

A very large part of the current problems - lack of long-term planning, rigidity and punctuality – results from the fact that the Romanian mentality is the result of the culture centered on the idea of survival, and not being a culture of development, but more one of encyclopedic type, thing that determines the entrepreneur to solve a wide range of problems from very different areas.

Recent studies show that in Romania there is a level of avoiding the uncertainty, which demonstrates the lack of culture, the assumption of risk and hence the development or innovation of existing business. Simultaneously, our country has ranked the second last regarding the long-term orientation, indicating the inclination of present Romanian entrepreneurs that stands at the root of the need for rapid enrichment.

Romania should make considerable efforts to support innovation, education and entrepreneurship development. If we search the coming years we will notice that there are many interesting "things" to be done and to be said regarding Romanian entrepreneurship. Those who prepare to become successful entrepreneurs will need to know the essential elements in developing the business and necessary elements to decide its rise to the next level.

Many Romanian entrepreneurs tend to skip those levels, and an idea has no value as long as it is not accompanied by a real opportunity on the market, and also by a clear plan of action of the entrepreneur. I would be glad if there would be a change in mindset and the approach of these two concepts: entrepreneurship and innovation. **We need an entrepreneurial society in which innovation and entrepreneurship are seen as something natural, constant and permanent.** Such as management has become a specific tool for all institutions in the contemporary period and the integrating tool of our today's organizations, in same way innovation and entrepreneurship must become **a vital integrant element for organizations, for economy and for our society. This requires that Romanian entrepreneurs should transform innovation and entrepreneurship in natural ingredients, used in their daily activities, a habit of them and everyone in their organizations.**

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The Labor Market in Romania, between Supply and Demand

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ABSTRACT

„The purpose of this paper is to highlight the harmonization between the supply of job vacancies by major groups of occupations in the Romanian economy, and the demand for jobs of unemployed from different age groups in the period 2005-2013. On the other hand, we can also have an interpretation of how different occupations may or may not be compatible with the skills of those who are looking for a job. The method used is panel data econometrics. Quarterly data are used for the eight regions. The analysis results show that relatively developed regions tend to have vacancies in sectors paid less, while the relatively poorer regions, recorded surpluses of labor in most segments of the labor market.”

Introduction

The realities they designate by the concept of labour market and the functioning of it's underwent many changes over time.

The new labour market theories have their origins in traditional methodology developed by the neoclassical school, represented by Alfred Marshall, Milton Friedman, Paul Samuelson, John Hicks, keynsist (John Maynard Keynes) and its precursors. The Marxist approach, the essential feature of the labour market is that the centre is not working but exchange labour, i.e. labour capacity further, "what the worker sells his labour but not direct its workforce which currently offers available ... "(Karl Marx., 1969 b). If labour we understand that all existing physical and intellectual skills in human personality and that it put into operation when creating economic goods, means that the work is labour-conscious spending. The two concepts, form a coherent whole, so that the synonymous use of the two expressions, the labour market or the labour market in economic theory and practice is beneficial for the decision their situation into the mainstream economy. From an economic perspective, unemployment can be regarded as an unused labour capacity and potential mismatches between skills and availability to those who are unemployed and those sought by employers, increasing unemployment is reflected in a loss of income for individuals, increasing the pressure in terms of public spending on social benefits and a reduction in tax revenue. On the other hand, demand from those who benefit from this ability to work is the job vacancies. So, can coexist the labour market segments which show a surplus labour force (those that offer higher wages and better working conditions) and segments where there is shortage of manpower, which is characterized by the persistence of a high number job vacancies (those

where wages are close to the minimum wage and working conditions are difficult). Reducing the degree of compatibility between vacancies and unemployment stands out in the economy progresses record low macro process. Unemployment, labour market indicator is most widely used because of international comparability and availability in time. This indicator is used by the European Commission, other institutions, and the media, the banking institutions which can use data for business cycle analysis, and the general public interested in changes in the labour market. In addition to unemployment, job vacancies, respectively, job vacancies rate, also provides useful information on labour market developments.

One of the most popular tools for monitoring the relationship between the two indicators is the Beveridge curve. Beveridge Curve reflects the negative relationship between vacancies and unemployment. Structural changes in the economy can generate changes in the Beveridge curve. Empirical analysis of the curve can be challenging because both movements along and shifts curve could occur simultaneously with different intensities. Beveridge curve made in the paper "Development of scenarios for the loss of labour and human capital of Romania" Research Contract no. 91-050 / 21.09.2007, PN II - Partnerships in priority areas of ASE., Dir. Dorel Ailenei. Show an alternation between compatibility between vacancies and unemployment in different periods. These situations are due to macroeconomic stabilization in Romania. Moreover, economists prestigious Nobel laureate Peter Diamond and Aysegul Şahin from the Federal Reserve Bank of New York, believes the Beveridge curve could not say anything useful, during the recession, or as a result of the economic downturn, because even if the rate of job increase, the unemployment rate remains at a high level. In this paper we aim to highlight the relationship between the supply of job vacancies by major groups of occupations in the Romanian economy, regional demand jobs of unemployed part in different age groups in the period 2005-2013, ante crisis during the crisis, and post economic crisis. On the other hand, we have a different interpretation of how occupations may or may not be compatible with the skills they hold those who are keep looking for a job.

Econometric Model

Data used in the model

To achieve the analysis, we considered four models with software Eviews panel 8, we studied the impact rate of job vacancies by major groups of occupations, the ILO unemployment rate for age groups: 15-24, 25-34 years, 35-54 years and 55-64 years. The data used are quarterly periodicity sourced National Institute of Statistics, the statistical and research from workforce Survey (AMIGO), for eight Development Regions of Romania. The independent variables are: Job vacancy rates for for workers in agriculture (W_agr), workers in industrial activities (W_ind), service workers (W_serv), unskilled workers (W_unSK), workers in public administration (W_pa) and highly qualified Specialists (HQS).

Descriptive statistics

If you take a picture of the labor market in Romania in the last period that analyzed, we find that employment rate was down from the previous quarter to 0.74%, but 0.55% higher than the rate of job than the year before. The major groups of occupations, the highest rates were recorded for specialists in various fields (1.16%), plant operators and machines; assemblers of machines and equipment (0.80%), unskilled workers (0.74%), technicians and other technical professionals (0.69%), administrative officials (0.63%), members of the legislative body, of executive, senior government leaders, managers and senior officials (0.59%), workers in the service sector (0.57%), skilled workers in agriculture, forestry and fishing (0.50%), skilled workers and assimilated (0.40%).

In the regions, the rate of job respectively unemployment rate is presented in Figure 1.

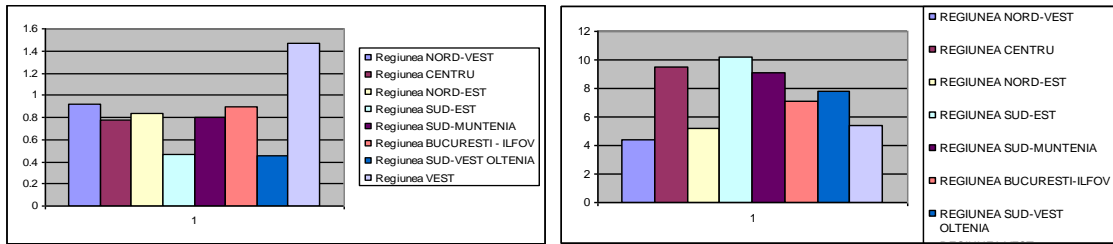


Figure 1: The rate of job vacancies and unemployment in the developing regions in Q4 2013.

During the entire analyzed period, the unemployment rate and the rate of job vacancies was evolution in Figure 2. We see a similar trend in that with increasing rate of vacancies, unemployment is found at a lower level.

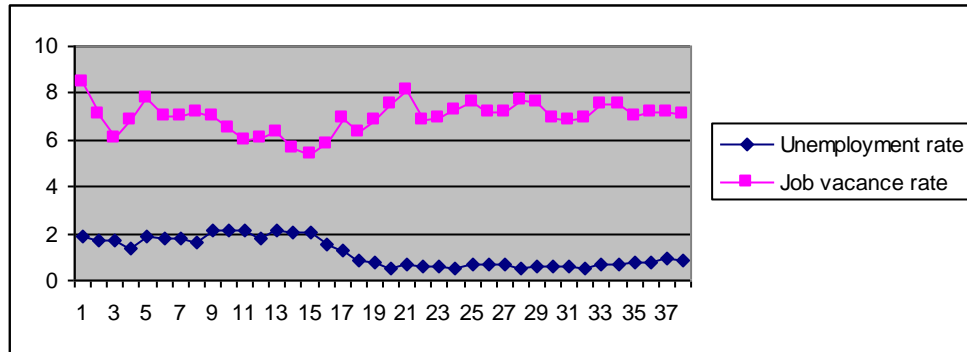


Figure 2: The unemployment rate and the rate of job vacancies in 2005-2013.

If we look at the graph in Figure 3 we notice that in Bucharest Ilfov, but also in the Central region (but and in other), the rate of job vacancies, decreases sharply during 2008, keeping a very low level until the end of the period. The unemployment rate, as shown by records and reversed it starts to grow from 2008 to 2012, then decreases, but not keeping pace with growth.

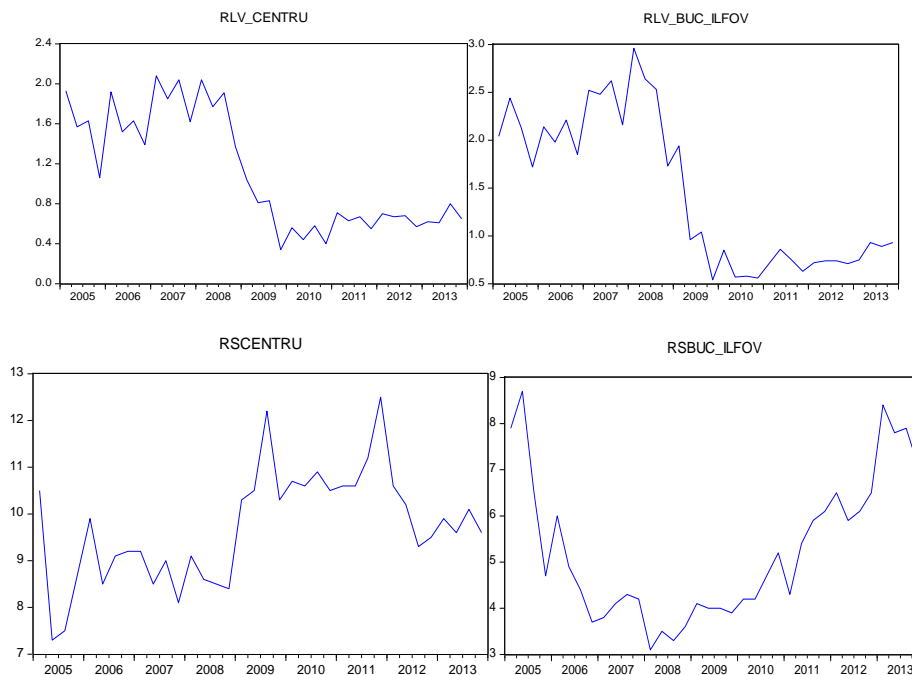


Figure 3: Job vacancies rate and unemployment rate in B-I and Centre region

Econometric analysis

The econometric analysis is based on estimating the four models on panel data in Eviews 8 for age groups 15-24, 25-34, 35-54 and 55-64. A panel data regression has a double index on its variables.

For the four estimated models the equation has the form:

$$rs_{it}^j = c_0 + c_1 X_{1,it} + c_2 X_{2,it} + \dots + c_n X_{n,it} + \alpha_i + \beta_t + u_{it}$$

The dependent variable is rs_{it}^j = unemployment rate for the j age group, in the region i, at the time t. The independent variables are $X_{1,it}$ = the rate of vacancies (JVS) in the region i, at time t, for the six major categories of occupations

$c_0 \dots c_n$ = the coefficients (parameters) of the model,

α_i = individual effects

β_t = period-specific effects

u_{it} = individual random effects, in period t
j = 1-4, i = 1-8, t = 1,36.

There is the possibility of using several types of panel data models. Model with fixed effects (FE) model aleatooare effects (RE) and a simple regression, if it denies heterogeneity units crosssectionale. Main difference is between models with fixed effects (FE) and random effects (RE). In models with fixed effects, ai error component can be correlated with the regressors xit. In RE models, it is assumed that ai is totally random error, a stronger assumption, which implies its correlation with regressors (Baum, 2001).

The first step in the estimation of a panel is to determine whether the regression is a panel model with fixed effects (FE) or random effects model. The test is used to determine what kind of effect used is Hausman test. The test has the null hypothesis random effects (RE) and the alternative hypothesis model with fixed effects (FE).

Baltagi suggests that should be considered, both possibilities (RE / FE) so that it can estimate both models and can choose the best model taking into account the criteria information and / or economic context. When analyzes are conducted in the counties, provinces - often it is preferable to use a fixed effects model (Wooldridge, 2002). The analysis presented in this paper starts by linearizing variables involved in the model, by logarithm operation.

The results of Hausmann test for the four models are presented in Table 1.

Table 1: Correlated Random Effects Hausman

	Test Summary	Chi-Sq. Statistic	Chi-Sq. d.f	Prob.
15-24	Cross-section random	1.639438	6	0.9497
25-34	Cross-section random	10.773508	6	0.0956
35-54	Cross-section random	10.442210	6	0.1072
55- 65	Cross-section random	5.080770	6	0.5335

These results lead us to not accept the null hypothesis, namely that the proposed models are random effects model (RE), and accept the alternative hypothesis, namely that the models available are models with fixed effects (FE).

The results are summarized in Table 2

Variable	15-24 Years	25-34 Years	35-54 Years	55-64 Years
LL_IND(coefficient standard deviation)		-0.218782 (0.074229)	-0.213677 (0.066916)	-1.072219 (0.457813)
LL_AGR(coefficient standard deviation)				
LL_SRV(coefficient standard deviation)	-1.607010 (0.783003)			
LA-AP(coefficient standard deviation)	-0.721971 (0.340086)	-0.165994 0.065302	-0.149110 (-0.149110)	
LL_NC(coefficient standard deviation)			0.105837 (0.041696)	
L_SPEC(coefficient standard deviation)		0.104218 (0.050690)	0.110776 (0.045096)	
\bar{R}^2	0.57	0.60	0,62	0,50

Table 2: The Variables statistically significant for the four models estimated

Following these results estimated four models with fixed effects (FE) and application redundancy test (Likelihood) showed their robustness (table 3).

	Effects Test	Statistic	d.f	Prob.
15-24	Cross-section F	40.945460	(7,249)	0.0000
	Cross-section Chi-square	201.449777	7	0.0000
25-34	Cross-section F	44.008581	(7,249)	0.0000
	Cross-section Chi-square	211.772906	7	0.0000
35-54	Cross-section F	54.962349	(7,249)	0.0000
	Cross-section Chi-square	245.689409	7	0.0000
55-64	Cross-section F	23.170959	(7,249)	0.0000
	Cross-section Chi-square	131.925752	7	0.0000

Table 3: Redundant Fixed Effects

The results of estimating panel models for eight regions, as shown in table 2, indicate that the variables that passed the significance threshold of 0.05% are for the age group 15-24 years, places work in major group of occupations denoted by L_ serv, which includes jobs in services, trade, tourism, personal care, health, etc., and jobs in the local and central public administration, education, in a relationship reverse unemployment.

L_ind, vacancies that addresses workers with secondary education, foremen, skilled workers, operators of machines and tools, is related to reverse unemployment rate for all those in search of jobs over 25 years. Note is that for people over 55 years are jobs only in the above mentioned, which is seeking qualified individuals with secondary education. Employment for occupations in the field of public administration is also an area that is in harmony with the demand for those who are looking for a job, for people between 15 and 54 years. We also observe significant presence in the labor market, the supply for unskilled workers, but also for specialists in various fields, which however, being in a direct relationship with unemployment. One possible explanation would be that these are jobs that lead to a frictional unemployment. They are poorly paid job, compared to expectations of those who are looking for a job.

Conclusions

It finds that unemployment is a lagged indicator to events in the economy. When there is economic recession, the unemployment rate begins to increase after a few months, when the economy starts to recover employers usually remain cautious about hiring new staff and can take several months until unemployment starts to fall.

The analysis shows a mismatch between supply and demand of jobs. This incompatibility can be solved by the application of active policies on the market. We may provide assistance to the unemployed that will improve their chances of getting a job. Employment Agencies workforce can contribute to meeting the unemployed and available jobs announced by economic agents by providing training courses since vacancies may require different qualifications from those who can provide them unemployed. Lack of compatibility of qualifications can be a particular problem for long-term unemployed, for the unemployed over 50 years, whose general qualifications can be damaged from lack of their use and / or specific job qualifications cannot be transferable to future employers. A similar incompatibility can affect young people who leave school without having the required qualifications on the labor market. This work represents part of a larger study dedicated to the influences of various factors, social and economic effects on unemployment phenomenon. An identification of the multidimensionality of the phenomenon, the identification of patterns, a comparative analysis with developments seen in other EU countries.

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Survey Regarding the Interest of Companies from Bihor County in Taking the Social Responsibility in the High Educational System

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ABSTRACT

The present context in Romania makes the promotion of the Student Centered Education (SCE) paradigm opportune and compulsory in the universities in our country, considering: the realities of the high educational service market more and more challenging and continuously change.; ARACIS regulations as an institution responsible for the evaluation and accreditation of the universities in Romania; The Bologna process to whose objectives our universities also subscribed. Thus, SCE conditions in a decisive way the competitiveness of the universities, forcing the responsible decisional factors to pay the right attention to it. A condition of SCE's success is the support, the involvement of the third important stakeholder namely the employer. Consequently, we have conducted the research in order to measure the availability of the Bihor county employers to take the social responsibility in the high educational system.

Introduction

The role of this introductory chapter is to present today's conditions that make the Student Centered Education paradigm opportune and compulsory as a strategical and practical approach in the academic environment in general and especially in the Romanian one. For this purpose we will use as a starting point a conclusion formulated in The quality Barometer in 2010, conducted by ARACIS, on the quality status of the high educational system in Romania: „The overview of the quality status of our high educational system, as it results from the perceptions of the academics, students and employers, is that of a high quality level one. However, when the finalities of the system are considered, the resulting image is, mostly, of a self-centered system. It is rather the perception of a system whose connections with the environment are insufficiently explored and analysed, a system that follows its own logic, coherent, but less involved in the society and rather disconnected from it.”As a former customer of this system and a present employee of it, having a twelve-year experience, I completely embrace this evaluation, an evaluation that betrays the marketing myopia, fortress attitude, limited understanding of the socio-economical role of the universities in Romania. Although, in the recent years there is an obvious change, its pace is far too slow compared to the necessary and imposed dynamic of the market realities. In this context we believe that the centered student education (SCE) can bring that optical and practical university change to turn the Romanian university system into an active actor, connected to

the realities of our society and economy, that produce value for all the involved stakeholders, for Romania in general.

Analyzing the realities of the market that demands the necessity of promoting the SCE, we have identified the following factors and tendencies:

- ✓ The intensification of the competitive environment as a result of the development of the private universities in Romania, of the promotion actions undertaken by the foreign universities on the Romanian market but also of the reduction of high school graduates.
- ✓ The democratization of the information. The present informational society has undermined the monopoly of the teachers over knowledge in the relationship with the students.
- ✓ The accelerated pace of the changes in the present society, including the one of the economy, that makes the concern to learn how to study in order to continuously adapt to the changes more important than the competence acquired at some point into a certain field.
- ✓ The need for meaning of the modern man. The spiritual leader of the Tibetan Dalai Lama says that present people don't especially suffer because of material lack but because of the lack of love and sense. The XXI century student can find these only if he becomes an active part of the educational process, only if the reflection becomes a current practice, only if the failure in the process of learning by doing is an experience of learning and improving and not the acknowledgement of incompetence, only if asking questions represents an exploratory approach and a proof of curiosity not a sign of disproof for the teacher or of the ignorance of the student, only if the students becomes the partner of the teacher and not just a simple information receptor.
- ✓ Significant changes in the psychology of the new generations with results in their own learning styles. For example, the importance of the audio-video learning has grown to the detriment of studying a book, reality that the teacher must consider in order to increase the effectiveness of the learning process.
- ✓ The increase of the number of students who can be knowledge sources for their colleagues and teachers. We take into account students involved in: practice companies, volunteering, workforce, entrepreneurship. We wonder if a teacher who has never had a company is more entitled to speak to his students about entrepreneurship than an entrepreneur student. We do not know the answer to this question but we are sure that together they can create more value for the students.

In these circumstances SCE must be a priority for the management team of every university in Romania. However the success of this approach will depend on the involvement of the third important stakeholder, the employer. This is the reason for which we have conducted the research in order to measure the availability of the employers to take the social responsibility in the high educational system.

Research Regarding the Availability of Bihor County Employers to Take the Social Responsibility in the High Educational System

The aim of the research is not only to measure today's level of involvement of Bihor county companies in taking the social responsibility in the high educational system but also their interest, priorities and future availability for this. Starting from the results we get we will come up with solutions for employers' superior involvement in the partnerships with the universities, thus helping the SCE and also the improvement of the quality of the graduates.

The hypotheses of the research are:

- Most companies perform activities of social responsibilities but the educational system is not a priority there.
- The companies think that the graduates have the greatest responsibility regarding the quality of the university graduates while the employers (companies, ngos, public institutions) have the smallest one.
- The main activity for the cooperation of the companies with the academic environment is to offer students practice and internship sessions but the interest of the companies in other activities in a partnership with the academic environment is significantly increasing in the future.

- The main advantage for the companies when cooperating with the academic environment is to improve the image as employer, to recruit the best graduates.

As a research method we used the survey based on questionnaire (see annex eleven). We applied the questionnaire to 48 companies in Bihor County between 21.07.2014 – 12.09.2014. The sampling method was that of the snowball. The sample companies cover the entire diversity from the point of view of the fields, Romanian capital- foreign capital, small-average- big, and life on the market.

Next we will show you *the results of the research*. To validate or invalidate **the first hypothesis** of the research we analysed the answers to questions 7 and 8 of the applied questionnaire, as shown in the following graphic.

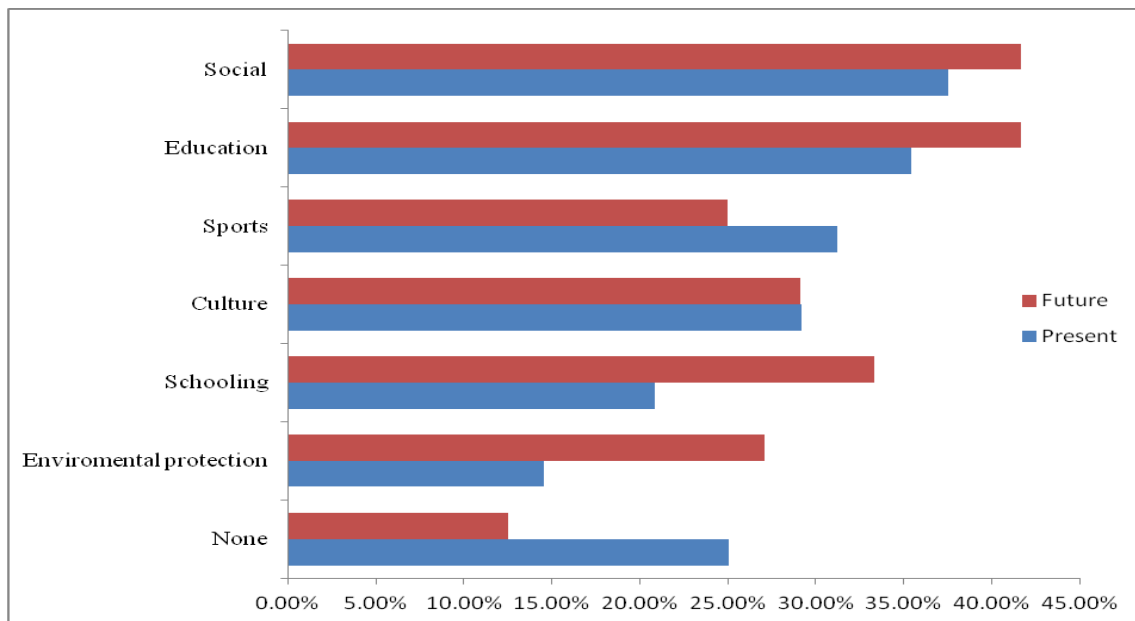


Figure 1: The evolution of the intentions to take CSR actions for the companies in Bihor

Thus, you can notice the fact that:

- ✓ 75% of the companies performed activities of social responsibility, which is significant, especially in the circumstances of the recent pretty difficult economy. This availability of the companies to involve in social responsibility actions represents a positive aspect which must be exploited by the management of the universities also; the future tendency being to increase the involved companies by more than 10%.
- ✓ The social field is the priority, which is absolutely normal considering the realities of the Romanian society characterized by a low living standard.
- ✓ When it comes to CSR actions, the education is not of priority, this being on the second last place. Only 20% of the companies are currently involved in this field. However, as future intentions, the educational system is more and more on the list of the companies' preferences under the aspect of availability to perform CSR actions, a positive aspect for the Romanian education. *In conclusion, the first hypothesis of the research was validated.*
- ✓ The only field in which the companies want to involve less in the future is the sport, probably because of the following reasons: the relatively weak performances of the Romanian sport in general; the scandals that disturbed the Romanian sport in the last years.

Regarding **the second hypothesis** of the research, this is partially validated. As you can see in graphic number two, the companies think that the graduate has the main responsibility for his quality concerning the professional training, but his family and not the employers are on the last place. It is true that the difference between the two categories is from small to insignificant.

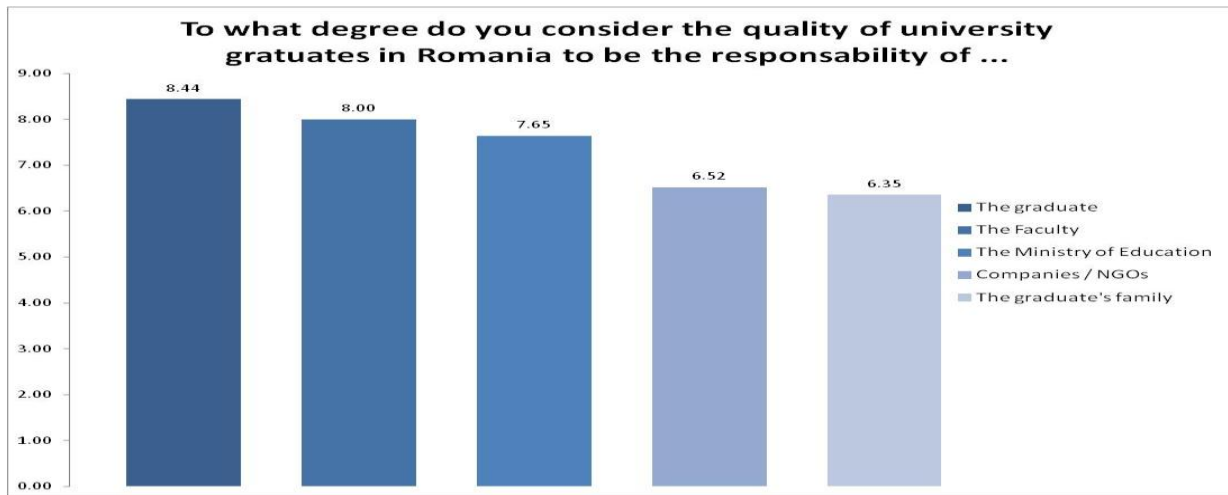


Figure 2: Different stakeholders' level of responsibility for the quality of the graduates

Other interesting aspects related to the answer to question number nine are:

- ✓ The faculty where the student is studying is thought to be almost as responsible as the student for his quality when graduating;
- ✓ The companies also made the Ministry of Education responsible for the quality of the graduates although the university autonomy is extended enough in Romania;
- ✓ Family takes the last place as responsible for the quality of the graduate (another proof of the present tendency in the contemporary society to diminish the forming and educational role of the family), even if values like the labor cult and earnestness are taught in the family;
- ✓ Even on the second last place as responsibility, the employers got a score of 6,52 points out of 10 (pretty much from our point of view), which means they consider themselves responsible enough for training the graduates and implicitly, their quality.

The third hypothesis of the research is entirely confirmed by the answers to questions twelve and thirteen of the questionnaire and which are seen on graphic three. The confirmation of this research hypothesis according to which the availability of the companies to involve in more and more activities with the academic environment is increasing, demonstrates once again the opportunity for the universities to turn the cooperation with the employers into a priority. We underline the fact that the graphic in figure eight was made under the following conditions: the importance of the companies which are now performing different activities was calculated out of the total number of the companies which have a current partnership agreement with a university. (16 companies) and the importance of the companies which intend to perform different activities in the future was calculated out of the 48 companies that formed the sampling. Other interesting aspects related to the answers to these questions are:

- ✓ After practice and internship, the best represented present activities between universities and companies are the works of study completion in the companies, students' work visits in the company and training offered to students by the company's employees.
- ✓ The activities that are now poorly represented in the partnerships are: the scholarships for the students, the trainings for the employees, offered by the teachers, students' services, mentoring programmers and the sponsorships.
- ✓ What is significantly increasing is the future availability of the companies to involve in: students' and/or teachers' services, mentoring programmers between the company's employee and the student, trainings for the company's employees and granting scholarships to students. This tendency is of extreme importance as it creates the conditions for the SCE implementation and opportunities to attract resources for the university, resources that are poor in the present context.

The conclusions presented before show that the universities should considerably vary the types of activities performed with the employers without focusing almost exclusively on practice, internship and study completion works.

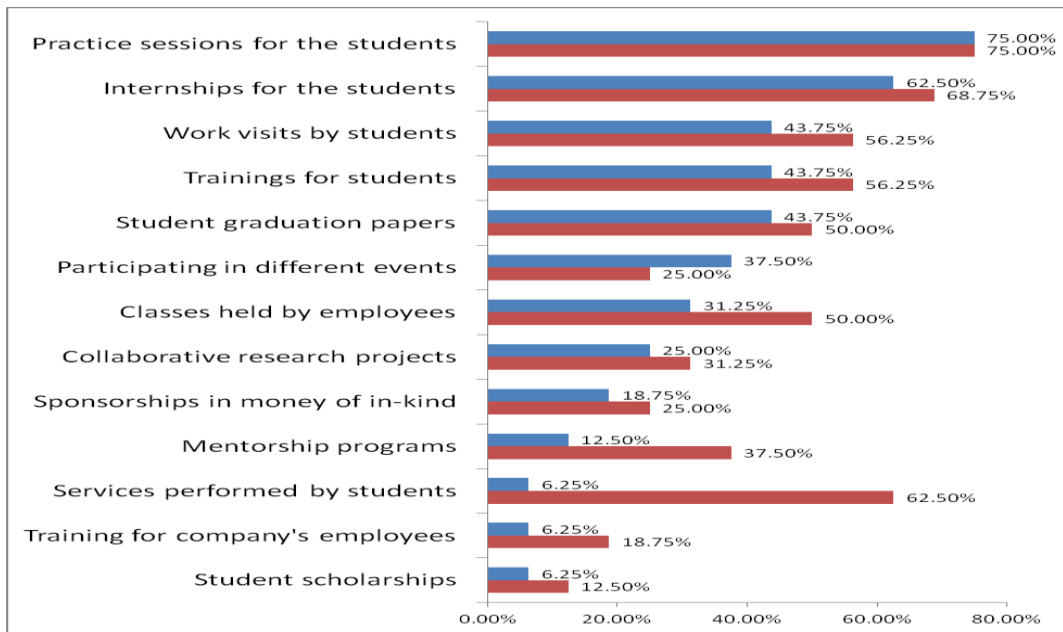


Figure 3: The main activities performed by the companies within the partnerships with the universities and the future intentions

The fourth hypothesis of the research according to which the main advantage expected by the companies after the cooperation with the academic environment is the improvement of the image as employer in order to recruit the best students was validated. As you can see in graphic number four, the companies:

- ✓ Are after a direct advantage after the partnerships with the academic environment, the improvement of their image as employer to recruit the best students, in the first place and their image in the society, in general. Starting from this observation, the managers of the high educational system institutions should use this argument in their dialogues with the employers, in order to persuade them to get involved in partnerships with the academic environment. The present context supports this approach as the companies experience more and more difficult access to quality human resource.

The least important advantages expected by the companies after performing a partnership with the academic environment are: unpaid activities of the students during their practice period or internship; the access to the know-how, the survey of the teachers and/or the students. We see this final aspect as being unfavourable to the universities because it shows the lack of confidence of the business environment towards the professional survey of the students and teachers in different fields.

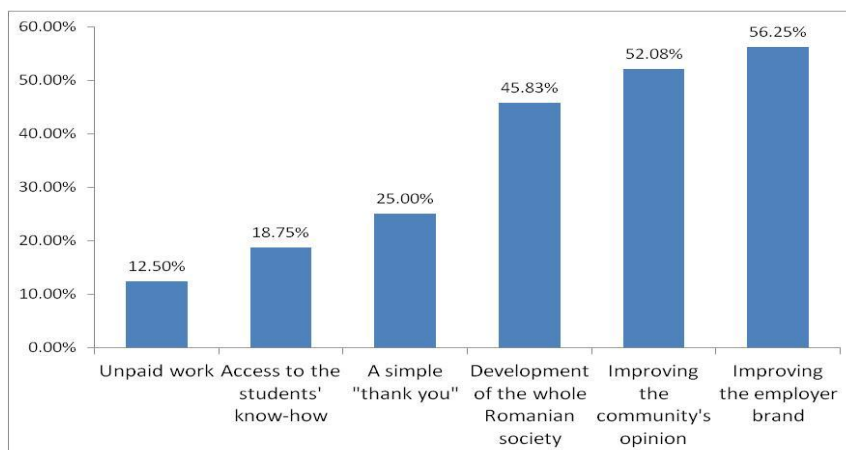


Figure 4: The advantages expected by the employers after performing some CSR activities together with high educational system institutions

Analyzing the answers to question number sixteen (see figure five) regarding the students' main advantages of performing some partnership agreement between the business environment/ NGOs and the educational institution we noticed that:

- ✓ the most important advantage of the students after the partnerships between the university and the employers, from the latter's point of view, is the development of professional competences, followed by practice and better understanding of the economic environment;
- ✓ the development of the human competences is the most unimportant advantage followed by the meeting of some inspiring human and/or professional models.;
- ✓ finding more easily a job and developing the entrepreneurship skills of the students are of average importance.

Starting from these results we could conclude the fact that the companies look for very well professionally trained students who also have practical experience, their human dimension being less important.

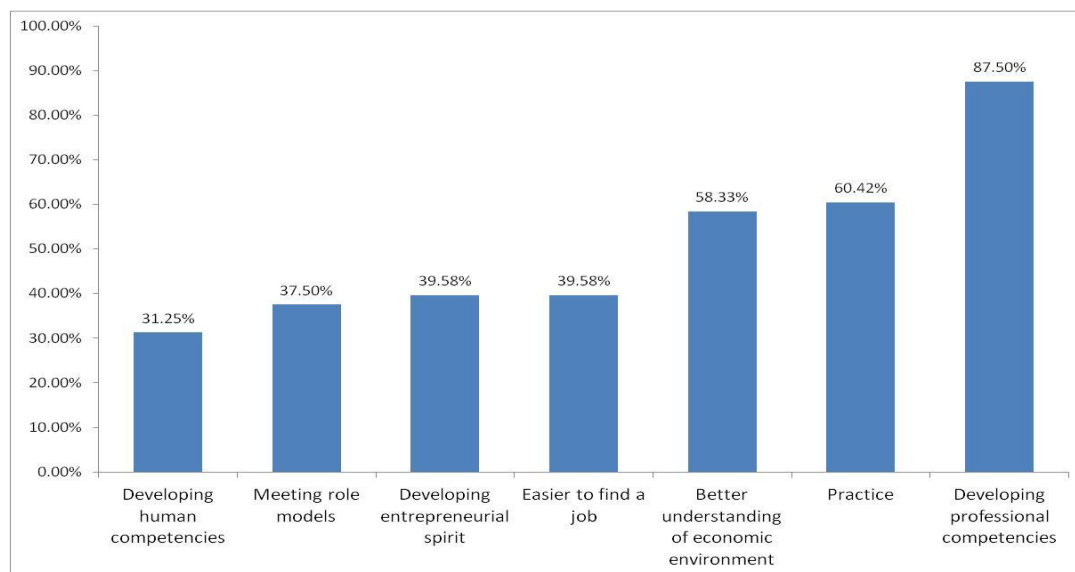


Figure 5: The advantages of the students after a partnership between the employers and the high educational system institution as perceived by the companies

Analyzing the answers to question number seventeen regarding the extent that the partnerships between academic institutions and the business environment may contribute to improving the quality of the graduates, we notice the fact that the companies rated the importance of these partnerships with an average grade of 6,13 on a scale from 1 to 7. We believe this is high rating, which should encourage the university environment to initiate and manage partnerships with the employers.

Conclusions

Starting from the conclusions of the survey which showed the availability of the employers to involve in partnerships with the universities, we suggested a series of actions for the management of the universities, the main ones being:

- The proactive attitude towards the employers. For this it is absolutely mandatory to reflect it in the documents for the strategically and operational planning of the university/faculty.
- The introduction in the operational plan of each department of some activities linked to the partnerships with the employers.
- The elaboration of a best practice guide at the level of universities about the partnerships with the employers.
- Each teacher has to introduce in the disciplinary sheet at least one activity linked to the interaction of the students with the employers (work visits in the companies, guests from the employers, etc.).

- The introduction in the self-evaluation sheet of the teachers of some criteria linked to the activities developed in the partnerships with the employers.
- At the level of faculties and universities they should manage a database with the companies with which they manage partnerships.
- Working with students and graduates who are entrepreneurs or come from families of entrepreneurs. These are just a part of the measures that can be initiated for bringing the academic environment closer to the employers in order to improve the graduates' quality, but the range of possibilities is broader. Their adoption would be an important step for the sustained promotion of SCE in the high educational system in Romania, having positive effects on the quality of the graduates, the development of the economy and the improvement of life's quality in the Romanian society.

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