

# Preface

Since the financial crisis crippled the world economy in 2008, the debate on business ethics and leadership has dominated the public sphere at all levels of interest, from common people to the elites in educational institutions, governments, businesses, and NGOs. Naturally, constructive and transdisciplinary discussions need to take place that take into consideration the specific context of each situation, so that propositions upon which to build the future can be formulated. These discussions unfold in an ever more intricate world of business, powered by ever more pervasive and intelligent technology and brought together by globalization. In this world, organizations are faced with new and more complex ethical issues in their pursuit to serve clients, gain profits, motivate employees, collaborate with partners, and act responsibly towards the environment and society.

A wise approach of changing the future is to understand the mistakes of the past, because one must learn how to overcome the past mistakes in order to develop a better future. But a necessary approach to building a better future is by looking at the world through a transdisciplinary mindset. This allows us to see the world as a complex whole, fosters creative interaction between fields of knowledge, opens doors for knowledge and innovation flow across disciplines, and allows the tackling of complex problems and situations. Given the current context of our world this is an approach that we ought to pursue.

This book brings together the academic views of scholars and the energy of young researchers to provide insights into a wide range of aspects pertaining to the field of business and leadership within the overarching debate on ethics and transdisciplinarity.

The papers in this book were discussed and disseminated at the 5th Annual Griffiths School of Management International Conference, organized by Emanuel University of Oradea during May 2014. The Conference provided a platform for academics and practitioners in the field of business and leadership to interact and debate on the different dimensions of ethics in business and leadership in the context of transdisciplinarity and knowledge-based society.

The purposes of Chap. 1 are to clearly define the term lean operations, provide a normative definition of business purposes, and then discuss in what manner and

how well lean operations foster and support these business purposes. The original principles that undergirded lean operations supported both business purposes, but the most recent common lean practices focus on achieving the first purpose through higher efficiencies and lower costs at the expense of providing meaningful work. The trending predominant use of the shareholder model for defining business purposes is suggested as the major contributor for this finding.

Leadership is a research field that is growing in Romania but still necessitates more input of knowledge and experience in order to shape and validate a Romanian leadership model. Chapter 2 explores the main practical implications for decision-making and managerial action in organizations that adopted spiritual leadership or are willing to follow such an approach.

The private healthcare sector is experiencing an unparalleled growth in Romania. In Chap. 3 authors share an industry-based perspective on the Romanian healthcare system with the objective of diagnosing the capacity, structure, and trends facing this sector. Based on the bivalent feature of public-private sector, this study follows the distribution of customers between the two sectors and motivational factors behind this approach.

Chapter 4 studies the consumer perception of Yield Management (YM) with an example in the hotel sector by exploring four YM practices that might be suitable in hotel context. This analysis is undertaken through an empirical study of the behavior of 505 customers. The empirical analysis reveals that the assumption according to which YM induces dissatisfaction in all circumstances is rejected. But when a practice of YM is perceived as unfair, it causes a loss of customers.

The author of Chap. 5 aims to identify the conditions of globalization that have led to suppose that transnational corporations are economic agents that negatively impact business ethics from the perspective of corporate governance. The method of study is based on a thorough theoretical and literature review and the results obtained confirm the negative impact, considering that the use of corporate social responsibility programs are strategies to increase profits and global power rather than to achieve social impact.

The chaos and uncertainty that manifest in the marketplace of the current global economy create a tremendous pressure on any company's board of directors. In addition to the pressure coming from the marketplace many other aggravating factors are manifesting, such as the stakeholders attitude, the growing demand for workers with specialized skills, and the increasing involuntary losses of high-performing workers or managers. Chapter 6 starts from revealing the main steps of effective human resource planning, among which succession planning plays an important role and continues with advancing a new knowledge-based leadership model that will increase the likelihood of obtaining sustainable business effects in the actual economy. The discussion leads to several case studies that are relevant for the importance of succession planning, namely Aldis, Edy Spedition, Banca Transilvania, or Tarom.

Chapter 7 is researching the problem of ecological economy and sustainability in the countries of Eastern Europe as a complex phenomenon that requires a transdisciplinary approach. Starting with the analysis of the evolution of this desiderates

and the current situation in this field, this study stresses the role and importance of having a society that strives for a sustainable economy.

Chapter 8 reviews the issues of the debate on Artificial Intelligence and argues in favor of the view that the human mind is a far too complex and elusive entity for the claim of “complete reproduction” to be valid.

In Chap. 9, the authors argue that the true power behind social media lies in its ability to provide new, more genuine, more efficient, and readily available data for business decisions. The paper includes a proposed framework and mapping process for extracting data from social media into the various marketing functions.

The pervasive phenomenon of institutional decoupling in the modern society is analyzed in the context of organizational ethics by the author of Chap. 10. Using an exploratory approach, the author investigates seven cases of decoupling in seven medium-sized firms. The results outline the contextual elements leading to decoupling situations, the rationalization of top managers and the strategies employed to control and exploit the decoupling situation.

The authors of Chap. 11 stand to maintain the highest level of productivity by better understanding exactly how workforce motivation is currently evolving rather than relying on potentially dated assumptions. This conceptual paper, and corresponding exploratory study, was initiated to specifically examine perceptions of workplace motivation in Romania between employees and managers. The exploratory examination was accomplished by means of a survey of Romanian workers in the Romanian cities of Oradea, and Bucharest, the capital of Romania. The survey, and consequent interviews of employees and managers from six companies, demonstrates that both Romanian managers and employees give the impression to have an acceptable understanding of what motivates the employee.

Outdoor Management Development (OMD) has been a feature of British management learning since the mid-1970s and has been adopted across the globe since then. Early proponents of OMD such as Creswick and Williams (1979) emphasized the imaginative use of the outdoors as a means to challenge entrenched managerial attitudes, enabling managers to become more than they were, and to steer businesses through an unforeseeable future. In Chap. 12, the author examines four challenges to the early Williams/Creswick approach to the outdoors, with certain focus on the ethical implications of those challenges.

Small and medium size enterprises represent the engine of any economy and a considerable source of jobs. Yet, their Achilles’ heel is represented by the financial management of such entities. Chapter 13 reviews and advises on the financing methods that are available for this category of business in the context of Romania’s legislation and taxation.

The main challenge the economy of Eastern Europe is facing nowadays is how to put the economic development and sustainability on a dynamic equilibrium track, enabling its social system to provide a functional well-being. Chapter 14 is a study of the ecologic policy process in the last four decades, showing the system inputs at the international, regional, and national levels. An important conclusion of this article is the idea that the economic policies of the Eastern European countries must take into consideration all legal and strategic policies achievements and try to

continue to develop this process towards a transdisciplinary approach in all decisions and actions by transition to new levels of sustainable development.

Finally, Chap. 15 deals with the looming threat of corruption in Eastern European administrative and business settings. Transparency International Romania recommends collective integrity commitments as the optimal trans-institutional instrument for fighting corruption and developing businesses of good reputation and enhancing society at large; to that end, TI has already facilitated the signing of five Integrity Pacts connecting businesses, academia, healthcare, and civil society. In so doing, they have gathered multiple lessons and tips for the Romanian business environment, including its stakeholders, which emphasize the socio-economic benefits of integrity and accountability in developing societies.

We trust that you will find this volume useful.

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