



Domeniul de doctorat: Management

Conducător de doctorat: Prof.univ. dr. Camelia-Cristina DRAGOMIR-PÂNZARU

### TEME (TEMATICI) PENTRU CONCURS

#### TEMA 1: Leadership adaptiv și reziliență organizațională

Conținut / Principalele aspecte abordate:

1. Modele de leadership în context organizațional
2. Factori determinanți ai rezilienței organizaționale
3. Leadershipul adaptiv și capacitatea organizațională de adaptare la schimbare

Bibliografie recomandată:

1. Heifetz, R. A., Grashow, A., & Linsky, M. (2009). The practice of adaptive leadership: Tools and tactics for changing your organization and the world. Harvard Business Press.
2. Khairy, H. A., & Badwy, H. E. (2026). Adaptive leadership and resilience: The mediating and moderating pathways to green competitiveness in the hospitality sector. *Journal of Hospitality and Tourism Insights*, 9(1), 20–42. <https://doi.org/10.1108/JHTI-02-2025-0320>
3. Latukha, M. (2025). Adaptive leadership for multilevel resilience in the contemporary workplace. *Thunderbird International Business Review*. <https://doi.org/10.1002/tie.22416>
4. McClure, J., & Gerdau, G. (2026). Why AI readiness is an organizational learning problem, not a technology purchase. *arXiv Preprint*. <https://arxiv.org/abs/2604.16369>
5. Sarta, A., Durand, R., & Vergne, J.-P. (2021). Organizational adaptation. *Journal of Management*, 47(1), 43–75.
6. Schmitt, J., & Pauknerova, D. (2026). Building adaptive leaders: Rethinking leadership development in the age of uncertainty. *European Journal of Training and Development*, 50(3–4), 293–312. <https://doi.org/10.1108/EJTD-05-2025-0083>
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8. Shivaramgowda, R., Kumar, K. M., Anusha, K. M., Srinidhi, V., & Nirmala, M. (2025). Impact of adaptive leadership on organizational resilience in higher education institutions. *International Journal of Advanced Engineering and Management*, 2(7), 2408–2422. <https://doi.org/10.47392/IRJAEM.2024.0348>
9. Sott, M. K. (2025). The role of adaptive leadership in times of crisis. *Administrative Sciences*, 5(1), 2. MDPI. <https://doi.org/10.3390/admsci5010002>
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## TEMA 2: Managementul IMM-urilor în era digitalizării. Provocări, oportunități și perspective

Conținut/Principalele aspecte abordate:

1. Impactul digitalizării asupra managementului IMM-urilor
2. Provocări și oportunități ale procesului de digitalizare pentru IMM-urile din România
3. Perspective ale evoluției managementului IMM-urilor în contextul digitalizării

Bibliografie recomandată:

1. Baiyere, A., Salmela, H., & Tapanainen, T. (2020). Digital transformation and the new logics of business process management. *European journal of information systems*, 29(3), 238-259.
2. Bourgeois, D. T., Smith, J. L., Wang, S., & Mortati, J. (2019). *Information systems for business and beyond*. Saylor Academy.
3. Cenamor, J., Parida, V., & Wincent, J. (2019). How entrepreneurial SMEs compete through digital platforms: The roles of digital platform capability, network capability and ambidexterity. *Journal of Business Research*, 100, 196-206.
4. Chen, Y. Y. K., Jaw, Y. L., & Wu, B. L. (2016). Effect of digital transformation on organisational performance of SMEs: Evidence from the Taiwanese textile industry's web portal. *Internet Research*, 26(1), 186-212.
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15. Hanelt, A., Bohnsack, R., Marz, D., & Antunes Marante, C. (2021). A systematic review of the literature on digital transformation: Insights and implications for strategy and organizational change. *Journal of management studies*, 58(5), 1159-1197.
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Prof. dr. Camelia Cristina Dragomir-Pânzaru

Semnătură

Coordonatorul domeniului de doctorat,

Prof. dr. Camelia Cristina Dragomir-Pânzaru

Semnătură