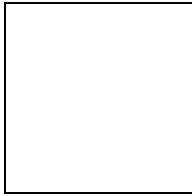


## CURRICULUM VITAE



### PERSONAL INFORMATION

Surname / First name **MATEI ANI**

Address) Str. Povernei, no. 6, sector 1, 010643, Bucharest

Telephone(s) 0040213180894, 0040213180880, 0040213146507

Fax) 0040213146507

E-mail amatei@snsa.ro

Nationality Romanian

Date of birth 10 July 1953

### WORK EXPERIENCE

Dates 1991 - present

Occupation or position held University Professor in National School of Political Studies and Public Administration

Main activities and responsibilities

- Teaching activity for the disciplines: 'Public Economics', 'Bases of Public Administration Europeanization', 'Economic Analysis of Public Decisions', 'Analysis of public administration systems', 'Performance evaluation in the public sector', 'Logics of administrative actions'
- Scientific co-ordinator and professor for doctoral studies in administrative sciences
- Professor Holder of the "Jean Monnet" European Module: "European Economic Space" (2002-2007)
- Vice Rector responsible of the academic activities (2004-2008)
- Director of the Distance Learning Department (2000-2004)
- Director – Public Management Institute
- Member of the commission for assuring quality in higher education (2008-present)
- Manager of training and research projects (PHARE, Leonardo da Vinci, TEMPUS) and bilateral projects (Greece, France, Denmark, Japan)

Name and address of employer National School of Political Studies and Public Administration  
Faculty of Public Administration  
Str.Povernei, no.6, sector 1, 010643, Bucharest, Romania

Type of business or sector Higher education, research, public university

Dates 2010-2020

Occupation or position held Secretary General

Name and address of employer Romanian National Commission for UNESCO

**Education and training**

Dates 2000 - 2003  
 Title of qualification awarded Ph.D. in Economics  
 Principal subjects/occupational skills covered Economics, management  
 Name and type of organisation providing education and training Academy of Economic Studies Bucharest  
 Dates 1989 - 1998  
 Title of qualification awarded Ph.D. in Technical Science  
 Principal subjects/occupational skills covered Mathematics, statistics  
 Name and type of organisation providing education and training Polytechnic University Bucharest  
 Dates 1976 - 1977  
 Title of qualification awarded Diploma of Special Training  
 Name and type of organisation providing education and training Bucharest University  
 Dates 1972 - 1976  
 Title of qualification awarded Bachelor Diploma in Mathematics  
 Principal subjects/occupational skills covered Mathematical researches  
 Name and type of organisation providing education and training Bucharest University, Faculty of Mathematics

Mother tongue(s) Romanian

Other language(s) English, French

**Self-assessment**

*European level (\*)*

English language

French language

<b>Understanding</b>				<b>Speaking</b>				<b>Writing</b>	
Listening		Reading		Spoken interaction		Spoken production			
C2	Proficient user	C2	Proficient user	C1	Proficient user	C1	Proficient user	C1	Proficient user
C2	Independent user	C2	Independent user	C1	Independent user	C2	Independent user	C2	Independent user

(\*) *Common European Framework of Reference for Languages*

Computer skills and competences Office XP, Internet

Social skills and competences  
Organisational skills and competences

Organisational and communication skills in multi-cultural area and international organisations.  
Team spirit. Good communications skills, good motivational support for others

Managerial skills in the management of the academic activities of the  
National School of Political Studies and Public Administration  
Designing and managing projects focused on academic and research cooperation.  
Experience in national and international project management.

National/ international programmes:

1. FP 7, , "Learning from Innovation in Public Sector Environments " LIPSE -SSH-2012-2", member, 2008-2012, 01.02.2013-2016
2. Jean Monnet Research Multilateral Group, Absorption capacity of the EU pre- accession programs in the Western Balkan countries" (no. 529847-LLP-1-2012-1- HR-AJM-RE), member, 2012-2014
3. FP7, "S&T International Cooperation Network for Eastern European and Central Asian Countries", member, 2008-2012
4. Jean Monnet Multilateral Research Group: "South-Eastern developments on the administrative convergence and enlargement of the European Administrative Space in Balkan states", member, 2009-2011
5. Restructuring the programme of training and doctoral research in political sciences, administrative sciences, sociology and sciences of communication, POSDRU project, co-financed from the European Social Fund, Expert, 2010
6. Doctoral scholarships for the development of knowledge-based society, POSDRU project, co-financed from the European Social Fund, Expert, 2010-2013
7. Doctoral scholarships for the support of research: Competitiveness, quality, cooperation in Higher Education European Area, POSDRU project, co-financed from the European Social Fund, Expert, 2009 - 2012
8. Research Programme, Ministry of Education, Research, Youth and Sports (MERYYS), "Correlations among the socio-economic characteristics and the informal economy level: estimations, analyses and scenarios", Scientific director, 2007-2010
9. Research Programme, MERYYS, "Modern System of indicators, models and policies for measuring and supporting basic and continuous training of human resources in view of quality of education and creative potential stimulation", member, 2007-2010
10. Leonardo Da Vinci-" Competence Management in the European VET-Sector", National project co-ordinator, 2007-2009
11. Excellence Research Programme, CEEX, "Models of economic-financial analysis for the impact of reform measures in the health public system", Scientific director, 2006-2008
12. THEMIS project, "Transformation of the role of the judiciary in a European integrated context", member, 2005 – 2006
13. Excellence Research Programme, CEEX, „Corruption and quality of services in the public sector in a European integrated context", Scientific director, 2005 – 2008
14. Excellence Research Programme, CEEX: "Uni - C- Strategies, systems, methods and instruments for knowledge management in universities", Scientific director, 2006 – 2008

15. "Public Administration at the Beginning of the Third Millennium. Disseminating the Japanese Best Practices in Romania" – project with Japanese assistance, Project co-ordinator, 2005 – 2006
16. "AMTRANS" programme: "IT system of the territory based on digital maps aimed to make more efficient the activities of public administration", Scientific director, 2002 – 2004
17. "Infosoc" programme: "Educational modular systems assisted by resources of information technology for university education – UniSMART", Scientific director, 2002 – 2004
18. "Orizont 2000" programme: "Study on impact of in-service training on civil service reform from the perspective of European integration", Project coordinator, 2002
19. "Romanian-Japanese Centre of excellence in culture and education", project with Japanese assistance, member, 2001 – 2002
20. LEONARDO DA VINCI project: "The European Virtual City for Education and Training", member, 2000 – 2002
21. Japanese Coordinates of Public Sector Management", project with Japanese assistance, member, 2001 – 2002
22. TEMPUS programme: "Formation de l'administration publique aux acquis communautaire", member, 1999 – 2001
23. "EU Regional Training of Civil Servants as a part of the Pre-accession Process", member, 2001-2002
24. Open Society Foundation project: "Developing the programmes and postgraduate curricula in public administration on acquis communautaire", Project-co-ordinator, 1999 – 2000
25. "Disseminating the Japanese experience in public administration", project with Japanese assistance, member, 1999

**Experience in organizing the following international conferences:**

- 33<sup>rd</sup> Annual Conference of European Group for Public Administration (EGPA) – Responsible for the PhD Seminar and the French speaking Seminar, Bucharest, 5-9 September 2011
- 9th International Congress of the International Association on Public and Nonprofit Marketing (IAPNM 2010), Bucharest, 10 -11 June 2010
- Cycle of conferences "*EPLD Dialogues at NSPSPA*", (2008-present)
- *Workshop „Public Administration in the Balkans – from Weberian Bureaucracy to New Public Management*", Athens, 5-6 February, 2010
- International Conference, „*The Impact of Europeanization on the Public Administration*”, Bucharest, 25-26 May 2007,
- International Seminar, „*Phenomenon of corruption – Ethical, economic, political and legal aspects*”, Bucharest, 14-15 December 2006
- International Seminar, "*Transparency and Participation. Making Governance more Citizen-Friendly*", Bucharest, 5-6 December 2005, co-organiser
- International Conference, "*Public Administration at the Beginning of the Third Millennium. Disseminating the Japanese Best Practices in Romania*", Bucharest, 21-22 November 2005
- International Conference, "*European Administration. Contemporary Concepts and Approaches*", Bucharest, 21-22 October 2005
- Bilateral Romanian - Japanese Seminar, "*Multimedia Technologies In Higher Education*", Bucharest, 17-18 January 2005
- *Romanian - Japanese Seminar, "Distance Learning Integrated into Knowledge Management"*, May 2003, Bucharest
- *International Conference, "Civil Servants' Training for European Integration"* - Bucharest, November 2002
- *International Conference, "Japanese Coordinates of Public Sector Management"* Bucharest, November 2001
- The first national seminar on human resource development for public administration - „*Administration of New Millennium-Training Policies for Undergraduate and Postgraduate Education*”- Bucharest, September 2001
- International Conference, "Disseminating the Japanese Experience in Public Administration", Bucharest, November 1999

Academic and professional prestige	<ul style="list-style-type: none"> <li>- Professor, Scientific co-ordinator and professor for doctoral studies in administrative sciences. Since 2011 is coordinating PHD theses in co-tutelage with University Lille 2, France</li> <li>- Author/participant in international networks/databases: Social Science Research Network (SSRN), New York, USA, <a href="http://ssrn.com/author=794369">http://ssrn.com/author=794369</a></li> </ul>
International experience	<ul style="list-style-type: none"> <li>- Visiting Professor, Kennesaw State University, SUA, 2011 (February)</li> <li>- Visiting Professor, National Institute of Multimedia Education, Japan, 2004 (June, August)</li> <li>- Researcher, National Institute of Multimedia Education, Japan, August 2005</li> <li>- Specialization on organizing training activities for civil servants, Ecole Nationale d'Administration, France, 2004 Study visits: <ul style="list-style-type: none"> <li>- University Paris 1-Panthéon Sorbonne, France, 2011 (Nov.)</li> <li>- University Montpellier I, France, 2010 (Sept.), 2000 (June)</li> <li>- Glasgow Caledonian University, Scotland, 2009 (March)</li> <li>- Aalborg University, Denmark, 2009 (August)</li> <li>- Kapodistrian University, EPLO, Greece, 2003(Sept.), 2001(Sept.), 2000(Sept.)</li> </ul> </li> </ul>
Additional information	<ul style="list-style-type: none"> <li>- President of the Commission of Administrative Studies, Education Studies and Psychology of the Romanian Agency for Quality Assurance in Higher Education(2008-2011)</li> <li>- Evaluator – National Council of Scientific Research in Higher Education, Ministry of Education, Research, Youth and Sports, Commission “Humanities, Social and Economic Sciences”, Sub commissions “Political sciences, Administrative sciences, Communication, Journalism” and “Economic sciences” (1993 – present)</li> <li>- General Editor of APAS – Academic Public Administration Studies Archive</li> <li>- Member of the Editorial Board of Theoretical and Applied Economics Review</li> <li>- Scientific coordinator of „Collection of Socio-Economics”, Economica Publishing House</li> <li>- Member of the Editorial Board of the Journal “Organizations and Markets in emerging economies”, Vilnius University, Lithuania</li> <li>- Member of the Advisory Board of “Journal of Economic Policy and Research”, India</li> <li>- Member EGPA , European Group of Public Administration, Brussels, Belgium</li> <li>- Member of Academy of Management-USA</li> <li>- Member of NISPAcee</li> <li>- Member of International Association on Public and Nonprofit Marketing, Director for Quality Assurance</li> <li>- Member of the network „International Public Management Network” – USA</li> <li>- Member of Human Resource Specialists Association</li> <li>- Deputy Director of the National Institute of Administration</li> </ul>
Awards	<ul style="list-style-type: none"> <li>- AGER 2008 Award for performance in applied research</li> <li>- AGER 2011 Award for interdisciplinary approach of the economic-social development</li> </ul>

**Annex** List of selected publications

## ANNEX:

### LIST OF SELECTED PUBLICATIONS

#### A. BOOKS

2019

1. *Knowledge Management as Driving Force to Organizational Learning and Innovation: Case Study in Romania*, Chapter in Albastaki, Y.A. et al., (eds), 2019, Handbook of Research on Implementing Knowledge Management Strategy in the Public Sector, IGI Global, pp.346-365 (co-author)
2. *Social Knowledge in Public Health: Case Study on Substantiating and Instrumenting the Social Marketing Campaigns in Romania*, Chapter in Galan-Ladero, M.M., Alves, H., (eds), 2019, Case Studies on Social Marketing. A Global Perspective, Springer, pp.101-112 (co-author)
3. *The Social Role of Awareness Campaigns on Consumer Protection: An Extension of the Social Marketing Area*, Chapter in Galan-Ladero, M.M., Alves, H., (eds), 2019, Case Studies on Social Marketing. A Global Perspective, Springer, pp. 183-194 (co-author)
4. *Public and Nonprofit Marketing: Determinants and Developments, and the Contribution of an EGPA Study Group to the Field*, Chapter in Ongaro, E. (ed), 2019, Public Administration in Europe: The Contribution of EGPA Book Series: Governance and Public Management, Palgrave MacMillan, pp: 281-289, (co-author)
5. *Realities and Challenges of the Social Enterprises in South-Eastern European Countries*, Chapter in Ferreira, A. et al., (eds), 2019, Modernization and Accountability in the Social Economy Sector, IGI Global, pp.214-236 (co-author).

2017

1. *Enlargement of the European Administrative Space. Public Administration Reforms of the road to E.U. Membership*, Scholars Press, Germany (co-author).

2016

1. *Enlarging the European Administrative Space, Processes and Best Practices*, Economica Publishing House, Bucharest (Editor)
2. *The Dimension of Emerging Administrations under European Union Rules. A comparison of the Balkan States*, Chapter in Matei, L. et al., eds., "Business-Government Relations and Social Enterprises. Lessons and Experiences from South-Eastern Europe", pp. 111-133, Ed. Bruylant, EGPA-IIAS, Brussels (co-author).
3. *CSR and the Influence on Public Administration* Chapter in Matei, L. et al., eds., "Business-Government Relations and Social Enterprises. Lessons and Experiences from South-Eastern Europe", pp.263-304, Ed. Bruylant, EGPA-IIAS, Brussels (co-author).

2015

1. *European Instruments for Public Sector Development. Structural and Investment Funds*, (co-author), GRIN Publishing, Germany.

2014

1. *Systemic Aspects of Public Administration*, (co-author), Lambert Academic Publishing, Germany
2. *Logic and Public Administration. Towards a Logic of Administrative Action*, (co-author), GRIN Publishing, Germany,
3. *Public Administration in the Knowledge Society*, (co-author), GRIN Publishing, Germany
4. *Government Performance Evaluation: An interdisciplinary approach*, (co-author), Lambert Academic Publishing.

2012

1. *The European Administration. Models, processes and empirical assessments*, (co-author), Lambert Academic Publishing, Germany
2. *Public Administration in Romania. Historical milestones and daily realities*. Chapter in *Public Administration in Post-Communist Countries: Former Soviet Union, Central and Eastern Europe and Mongolia*, Taylor & Francis, UK
3. *Rationality of Public Policies. An analytical approach*, (co-author), GRIN Verlag, Germany.

2011

1. *Administrative convergence and reforms in South-Eastern European states. Analyses, models and comparative studies*, (co-editor), Editura Economica, Bucuresti
2. *National and European values of public administration in the Balkans*, (co-editor), Editura Economica, Bucuresti.

2010

1. *Local Development, Theoretical and Empirical Models*, (co-author), Lambert Academic Publishing, Germany
2. *Les Transferts de Compétences Vus Depuis la Roumanie, auteur, Chapitre 3*, in "Les transferts de compétences aux collectivités territoriales: aujourd'hui et demain?", Pavia, M.L. (ed.), Ed. L'Harmattan, Paris, France.

2009

1. *Modele teoretice si empirice ale dezvoltarii locale* [Theoretical and empirical models of local development], co-author, Editura Economică, București
2. *Instruments, Section IV*, in "Public Integrity: Theories and Practical Instruments", Suwaj, P.J. and Rieger, H.J.(eds.), (co-author), NISPACee Press, Bratislava, Slovak Republic
3. *Socioperformața reformei sistemului public de sănătate*, [Socio performance of the reform of the health public system], (co-author), Editura Economică, București
4. *The Corruption. An Economic and Social Analysis*, (co-author), Editura Economică, București.

2008

1. *Corupția. O analiză economică și socială* [Corruption. An Economic and Social Analysis], (co-author), Editura Economică, București.

2004

1. *Economie și politici economice* [Economy and economic policies], 2nd edition, (co-author), Editura Economică, București,
2. *Economie publică. Analiza economică a deciziilor publice* [Public Economy. Economic Analysis of public decisions], Editura Economică, București.

2003

1. *Analiza sistemelor administrației publice*, [Analysis of public administration systems], Editura Economică, București
2. *Economie și politici economice*, [Economy and economic policies], 1st edition, (co-author), Editura Economică, București
3. *Elemente de tehnologia informației pentru administrație publică*, [IT Elements for public administration] (coordinator), Editura Economică, București.

2002

1. *Informatică pentru administrația publică*, [Computer Science for public administration], Editura Economică, București
2. *Coordonate japoneze ale managementului sectorului public, Proceedings*, [Japanese Coordinates for public sector management - Proceedings], (coordinator), Editura Economică, București

3. *Coordonate japoneze ale managementului sectorului public, vol. II, III, [Japanese Coordinates for public sector management] – vol. II, III*, Editura Economică, București
4. *The training of public administration on acquis communautaire*, (co-author), Editura Economică, București.

2001

1. *Management comparat, [Comparative Management]*, (co-editor), Editura Economică, București.

2000

1. *Introducere în analiza sistemelor administrației publice, [Introduction in analysis of public administration systems]*, Editura Economică, București
2. *Acquis comunitar și administrație publică, [Acquis communautaire and public administration]*, (co-author), Editura Economică, București.

1998

1. *Curs de matematici pentru studenții economiști, [Mathematics course for economist students]*, Editura Fundației “România de Măine”, București.

1996

1. *Modelarea matematică a fenomenelor macro și microeconomice, [Mathematical modelling of macro and microeconomic phenomena]*, S.N.S.P.A., București.

1995

1. *Algebră superioară, [Superior Algebra]*, (co-author), Editura Academiei Tehnice Militare, București
2. *Matematici economice generale, [General Economic Mathematics]*, Editura Economică, București.

## **B. Books – Coordinator for translation**

1. *Instrumentele managementului calității în țările candidate din Europa Centrală și de Est [Instruments for quality management in candidate countries from Central and Eastern Europe]*, Editura Economică, București, 2004.
2. *Funcția publică europeană, între tradiție și reformă [European Civil Service, between tradition and reform]*, Editura Economică, București, 2004.
3. *Uniunea Europeană și managementul crizelor [European Union and Crisis Management]*, Editura Economică, București, 2002;
4. *Funcția publică în Europa celor 15 [Civil Service in Europe of the 15]*, Editura Economică, București, 2002;
5. *Analiza comparativă, evaluare și management strategic în sectorul public [Comparative Analysis, evaluation and strategic management in the public sector]*, Editura Economică, București, 2001;
6. *Integrarea managementului resurselor umane în reforma funcției publice [Integrating human resource management in the civil service reform]*, Editura Economică, București, 2001;
7. *Formarea pentru integrare europeană - Pentru cooperare între instituțiile europene și administrațiile statelor membre ale Uniunii Europene în domeniul formării continue a angajaților și a managerilor din administrația publică [Training for European integration – Towards Cooperation between European Institutions and administrations of the Member States of the European Union]*, Editura Economică, București, 2001;
8. *Guvernarea în tranziție. Reformele managementului public în țările OCDE [Transition Governance. Public Management Reform in OECD Countries]*, Editura Global Lex, București, 2001;
9. *Administrații în tranziție - Modernizarea administrației publice în: Portugalia, Olanda, Irlanda și Franța [Administrations in Transition – Modernizing public administration in: Portugal, the Netherlands, Ireland and France]*, Editura Economică, București, 2001.



### C. Papers published in specialised reviews

2020

1. *The Subsidiarity Principle and National Parliaments Role: From Formal Need to Real Use of Powers*, Administrative Sciences, Volume: 10, Issue: 24, pp.1-15, published: apr. 2020.

2019

1. *Efficiency and Effectiveness of the European Parliament under the Ordinary Legislative Procedure*, Administrative Sciences, Volume: 9, Issue: 3, Article Number: 70, published: sep. 2019
2. *The Ecosystem of ICT Based Innovation in the Public Sector. The Role of Public Procurement*, Book Series: Advances in Intelligent Systems and Computing, Volume: 896, pages: 524-532, published: 2019.

2018

1. *Assessment of Human Capital and Development. Contributions from Structural Funds*, Proceedings Academos Development, Democracy and Society in the Contemporary World, pages: 226-231, published: 2018.

2017

1. *Adaptive Public Administration. Managerial and Evaluation Instruments*, Lex Localis-Journal of Local Self-Government, Volume: 15, Issue: 4, pages: 763-783, published: oct 2017
2. *Stochastic analysis of the main macro-economic indicators characterizing higher education in Romania during 2001-2016*, Proceedings of the International Conference on Business Excellence, Volume: 11, Issue: 1, pages: 1158-1166, published: Jul. 2017
3. *Collaborative Learning as a Tool for Social Innovation*, Book Series: EDULEARN Proceedings, pages: 7032-7040, published: 2017.

2016

1. *Exploring the Job Satisfaction of Public and Private Employees in Romania*, Proceedings of the 10th International Conference on Business Administration (ICBA16), 13-15 February 2016, Barcelona, pp. 138-145
2. *Education for social innovation. FAL model and transfer of best practices (coautor)*, Proceedings of EDULEARN16 Conference, July 2016, Barcelona, Spain, pp.2378-2386
3. *From public services to networks of social enterprises. Strategic trends for South-Eastern Europe (coauthor)*, Theoretical and Applied Economics, Volume XXIII, No. 2(607), Summer, pp. 103-116
4. *Theoretical approach to quality management in the higher education system in accordance with the International Standards Organization*, Book Series: Proceedings of the International Conference on Business Excellence, pages: 222-227, published: 2016
5. *Characteristics of process management in the public institutions in Romania. Comparative analysis*, Book Series: Procedia Economics and Finance volume: 39 pages: 94-101, published: 2016
6. *Public service performance and good administration. Socio economic empirical evaluations*, Book Series: Procedia Economics and Finance, volume: 39, pages: 335-338, published: 2016
7. *Innovation and public reform*, Book Series: Procedia Economics and Finance, volume: 39, pages: 761-768, published: 2016.

2015

1. *The single market and the social enterprise. From models to realities in some EU member States and countries from the Balkans*, International Review on Public and Nonprofit Marketing, April 2015, Volume 12, Issue 1, pp. 63-77, ISSN: 1865-1984 (Print) 1865-1992 (Online)
2. *Complexity Theory and the Development of the Social Innovation*, Procedia - Social and Behavioral Sciences, Volume 185, 2015, pp. 61-66
3. *Meritocracy in the Civil Service – Young Professionals Scheme – in Romania*, Procedia - Social and Behavioral Sciences, Volume 191, 2 June 2015, pp. 1571-1575

4. *Social Innovation in the Local Public Sector: A Cross-Regional Approach for Romania*, Theoretical and Applied Economics, No. 4
5. *Innovative Public Marketing as Instrument for Creating the Social Value*, Journal of Public Administration, Finance and Law, Special Issue 2
6. *Instruments and practices concerning the absorption and use of structural and cohesion funds in Romania*, Theoretical and Applied Economics, No. 2
7. *Corporate Social Innovation in the Romanian Public Sector*, Procedia Economics and Finance, Volume 23, pp. 406-411
8. *Social Economy – Added Value for Local Development and Social Cohesion*, Procedia Economics and Finance, Volume 26, pp. 490-494
9. *Corporate Governance and Public Sector Entities*, Procedia Economics and Finance, Volume 26, pp. 495-504
10. *Administrative Simplification in the Context of the Global Economic Crisis. The Case of Romania*, Procedia Economics and Finance, Volume 26, pp. 637-642
11. *The Need for Positive Change: Adapting Management in Public Administration*, Procedia Economics and Finance, Volume 26, pp. 345-350
12. *Changes of the Decision Making Process in EU in the Context of the Financial and Economic Crisis*, Procedia Economics and Finance, Volume 26, pp.254-260
13. *Public Service in Romania and its Role in the Development of the Administrative Capacity*, Procedia Economics and Finance, Volume 23, pp.982-985
14. *Processes of Legislative Adaptation Undertaken by the Romanian Public Administration in the Context of the Global Economic Crisis*, EIRP Proceedings, Vol 10
15. *The EU's Decision Making Process Changes in the Constitutive Treaties*, EIRP Proceedings, Vol 10.

2014

1. *The single market and the social enterprise. From models to realities in some EU Member States and countries from the Balkans*, International Review on Public and Nonprofit Marketing, 2014, Springer Verlag
2. *Open Source Governance A More Ambitious Cousin of Collaborative Governance*, International Journal of Public Administration, Volume 37, Issue 12, pp. 812-823, Taylor and Francis,
3. *Instructional Design for Administrative Sciences. A Case Study for Civil Servants Training*, Procedia - Social and Behavioral Sciences, Volume 109, pp.1930-1933, ISI Indexed
4. *Performance through the Common Assessment Framework. A Critical Review for Romania*, Procedia - Social and Behavioral Sciences, Volume 143, pp. 862-866, ISI Indexed
5. *The Relationship between the State and the Non – Governmental Organizations*, Procedia - Social and Behavioral Sciences, Volume 143, pp. 847-851, ISI Indexed
6. *The New Public Management within the Complexity Model*, Procedia - Social and Behavioral Sciences, Volume 109, pp. 1125-1129, ISI Indexed
7. *Good Administration and Performance of Local Public Administration*, Procedia - Social and Behavioral Sciences, Volume 109, pp.684-687, ISI Indexed
8. *Romanian Public Sector. A Corporate Approach*, Procedia - Social and Behavioral Sciences, Volume 109, pp. 1120-1124, ISI Indexed.

2013

1. *Internationalization of Master Programmes in Public Administration. An EU-US Comparative Study*, Procedia - Social and Behavioral Sciences, Volume 83, pp. 734-738, (ISI Indexed)
2. *E-Governance Substantiated on ICT and Knowledge Management. An Exploratory Study in Romania*, in Proceedings of the Second International Conference on „ICT Management for Global Competitiveness and Economic Growth in Emerging Economies”
3. *Quality Assurance in Bachelor and Master Programmes in Public Administration. A Comparative Study*, Procedia - Social and Behavioral Sciences, Volume 81, pp. 536-539, (ISI Indexed)
4. *Public Law and Economic Crisis: Romania*, in volume ERPL 25,1(87)
5. *Reducing the Administrative Expenditures as Source for Increasing the Efficiency of Local Governance Under Conditions of the Financial Crisis, Local Employment Policies in the Context of the Economic*

*Crisis: Influences of the European Community Structural Instruments, Administrative Reforms in South Eastern European States: Comparative Study in View of Enlarging the European Administrative Space* in volume Dong K., Holzer M., Zhang M.(eds.), *Century-long Efforts at Improving Government Performance and Fighting the Fiscal Crisis*, published by American Society for Public Administration ASPA, Washington DC

6. *Good Local Public Administration and Performance. An Empirical Study*, *Procedia - Social and Behavioral Sciences*, Volume 81, 28 June 2013
7. *Non-governmental Organizations as Agents of Modernization: A Romanian Perspective*, *Procedia - Social and Behavioral Sciences*, Volume 81, 28 June 2013
8. *Logical Pillars of the Public Decision. From the Logic of Cooperation to the Political Market*, *Procedia - Social and Behavioral Sciences*, Volume 81, 28 June 2013
9. *Corruption, Public Integrity, and Globalization in South-Eastern European States. A comparative analysis*, *Theoretical and Applied Economics*, No.1, 2013 (578),
10. *Coordination of Public Policies in Romania. An Empirical Analysis*, *Procedia - Social and Behavioral Sciences*, Volume 81, 28 June 2013
11. *Digital Ecosystems for Public Affairs*, *Global Journal on Technology*.

2012

1. *The European Administration Reform and Legitimacy*, *International Journal of Academic Research*, Vol. 4, No. 2, pp. 21-27, 2012, (ISI Indexed)
2. *The social enterprise and the social entrepreneurship – instruments of local development. A comparative study for Romania*, *Procedia - Social and Behavioral Sciences*, Vol 62, pp. 1066-1071, ELSEVIER Ltd, 2012, 1877-0428, (ISI Indexed)
3. *Administrative convergence in some Balkan states. A socio-empirical study*, *Procedia - Social and Behavioral Sciences*, Vol 62, pp. 1061-1065, ELSEVIER Ltd, 2012, 1877-0428, (ISI Indexed)
4. *E-government services. A comparative conceptual framework in the EU 27 in view to substantiate the public marketing strategies*, *Proceedings Permanent Study Group: Public and Nonprofit Marketing, Conferință EGPA 2011*, Editori: Lucica Matei, Jose Luis Vazquez-Burguete, Editura Economică, București
5. *Empirical analysis of ICT, economic growth and competitiveness in the EU*, *Proceedings of the International Conference on ICT Management (ICTM 2012)*
6. *Towards Sustainable Economy through Information and Communication Technologies Development: case of the EU*, *Journal of Security and Sustainability Issues, Lithuania, Volume 2(2)*.

2011

1. *The Administrative System of the European Union – From Concept to Reality*, (co-author), *Transylvanian Review of Administrative Sciences*, No. 33, 2011
2. *The Reform of the National Public Policies Process under the Influence of Europeanization Changes in the Policy-Making in Romania on Institutional and Legislative Level*, (co-author), *Theoretical and Applied Economics*, No. 1
3. *Convergence of the Policies for Promoting Total Quality Management in the Public Administrations of Balkan States – European Union Member States*, (co-author), *Theoretical and Applied Economics*, No. 3, 2011
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6. *Local Employment Policies in the Context of the Economic Crisis: Influences of the European Community Structural Instruments*, (co-author), *Journal of Economic Policy and Research*, Vol.6, Oct 2010-March 2011, No.1.

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1. *Meritocratic Aspects concerning Performance Evaluation in the Public Sector. A Case Study for Romania*, (co-author), The Journal of Institute of Public Enterprise, Vol. 33, No. 1 & 2, pp.35-62, Hyderabad, India
2. *Models with Simultaneous Equations for Local Development*, (co-author), Theoretical and Applied Economics, No. 1
3. *The Administrative Convergence in the Balkan Area. Empirical Analysis of Social Policy in Romania and Bulgaria*, (co-author), Theoretical and Applied Economics, No. 3
4. *Socio-indicators related to social perception of reforms in the public health system. The Romanian case*, (co-author), in "Regulation and Best Practice in Public and Nonprofit Marketing" Proceedings IAPNM Congress 2010, Editura Economică, București
5. *Integrated Approach of the Citizen's Role in Relation to the Public Services*, (co-author), International Review of on Public and Nonprofit Marketing, Springer
6. *Evaluation of Unacademic Behaviour and its implications on Economic and Social Development*, (co-author), Theoretical and Applied Economics, No.9
7. *The Quality of Bureaucracy and Public Sector Performance. A Comparative Study in South-Eastern Europe*, (co-author), Journal of Public Administration, China
8. *Public Integrity, Economic Freedom and Governance Performance. A Comparative Study for the EU Member States and Acceding Countries*, (co-author), Theoretical and Applied Economics, No. 11.

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1. *Characteristics of the reforming process in the Romanian public administration system*, Transylvanian Review of Administrative Sciences, No. 25 E, February 2009
2. *Simultaneous Equations Models Used in the Study of Some Issues Related to the Corruption and Performance of Services in the Public Health System*, (co-author), Theoretical and Applied Economics, No. 1
3. *Some Notes about Decentralization Process Implications on Public Administration Corruption in Romania*, (co-author), Prague Economic Papers, vol. 18, no. 1
4. *Partnership and Local Governance in Romania*, International Journal of Public Administration in Central and Eastern Europe, (co-author), No. 2009/1, pp. 52-77, Budapest
5. *Econometric Models used for the Corruption Analysis*, (co-author), Journal of Economic Computation and Economic Cybernetics Studies and Research, No. 1
6. *Corruption in the Public Organizations – Towards a Model of Cost – Benefit Analysis for the Anticorruption Strategies*, (co-author), Transylvanian Review of Administrative Sciences, no. 27E
7. *Marketing of local public services under the reduction of administrative expenditures*, (co-author), Theoretical and Applied Economics, No. 3
8. *Towards an Administration Without Frontiers. An Analysis on the Instruments and Mechanisms of Cooperation in the Field of Migration from Romanian View*, European Review of Public Law, Vol. 21, spring, Esperia Publications Ltd, London.

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2. *Systemic Models of Local Development*, (co-author), International Journal of Public Administration in Central and Eastern Europe, No. 2008/1, pp.49-74, Budapest
3. *Statistic instruments for performance evaluation in the public sector. A case study for Romania*, (co-author), International Review on Public and Nonprofit Marketing, vol. 5, nr.1, pp.35-53, Springer.

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2. *The Development of the European Administration. Fundamental Concept and Approaches*, „Verejná správa a spoločnosť”, ed. FVS UPJS, Kosice, Slovak Republic

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2. *Public Economy versus State Economy. Current Approaches and Problems*, *Theoretical and Applied Economics*, year XIII, Nr. 1 (496), 2006
3. *A systemic model of optimum adjustment of the public service*, (co-author), *Review of Theoretical and Applied Economics*, year XIII, No. 3 (498), 2006
4. *Corruption, Transparency and Quality. Comparative Approaches and Judiciary Support*, European Public Law Series, Volume LXXXV, Esperia Publications LTD, London
5. *Empirical Approaches of the Public-Private Partnership in the Services of Public Utility*, (co-author), *Review of Theoretical and Applied Economics*, No. 10 (505), 2006.

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2. *Profesionalizarea funcției publice*, *Review "Economy and Local Administration"*, 2004
3. *Tranziția și reforma administrației publice. Experiențe europene*, *Review "Economy and Local Administration"*, 2004
4. *Formarea și dezvoltarea competenței funcționarilor publici, obiectiv major al politicii de resurse umane în sistemul administrației publice*, *Review of Management*, 2004.

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1. *Benchmarking în sectorul public*, *Review "Economy and Local Administration"*, no. 2 (86), February 2003
2. *European Public Space*, *NISPAcee News*, vol.X, no.1, 2003, p.8, Bratislava, Slovak Republic
3. *Training for European Integration*, *NISPAcee News*, vol.X, no.1, 2003, p.14, Bratislava, Slovak Republic
4. *Acțiunea publică și întărirea capacității de guvernare*, *Review "Economy and Local Administration"*, no.3 (87), March 2003
5. *Spațiul public european. Instrumente publice privind formarea pentru integrare europeană*, *Review "Economy and Local Administration"*, no. 1 (85), January 2003.

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1. *Specific Issues of the Structure and Relations between Executive and Legislature at Local Level in Romania*, (co-author), *International Seminar "Executive and Legislature at Local Level"*, 24-25 October 2002, Sarajevo, Bosnia – Herzegovina, Ed. Smjerokaz, pp.22-37, 2002
2. *Distance Learning Programmes in Public Administration*, *NISPAcee News*, vol.IX. no.1, 2002, p.18, Bratislava, Slovak Republic
3. *International Conference on Japanese Coordinates of Public Sector Management*, *NISPAcee News*, vol.IX. no.1, 2002, p.18, Bratislava, Slovak Republic.

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1. *Administrația deschisă. Concepte și practici europene*, *Review "Economy and Local Administration"*, March 2001
2. *Teorii ale optimului economic în sectorul public*, *Review of Management*, quarter I, 2001
3. *Optimul economic în contextul integrării și al globalizării*, *Review of Management*, quarter I, 2001.

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1. *Entrepreneurial Performance, Systemic Assessment of Performance*, (co-author), *Proceedings, 30-th European Small Business Seminar*, Gent, Belgium
2. *Public Sector Reform and Administrative Culture*, (co-author), *Proceedings, 30th European Small Business Seminar*, Gent, Belgium.

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1. *Optimum Innovation Strategies for Small and Medium Sized Enterprises*, Proceedings, 29-th European Small Business Seminar, Cascais, Portugal, 1999
2. *Evaluating the Utility and Risk of Innovation*, (co-author), Proceedings 29-th European Small Business Seminar, Cascais, pp.288-298, Portugal, 1999
3. *The Innovative Systems for Small and Medium Sized Enterprises*, Proceedings 44-th Conference – International Council for Small Business, Naples, Italy, 1999.

1998

1. *Risk of decision-making and entrepreneurial environment*, (co-author), Proceedings 28-th European Small Business Seminar, vol. I, pp.299-309, Vienna.

#### **D. Papers presented at conferences**

2013

1. *E-Governance Substantiated on ICT and Knowledge Management. An Exploratory Study in Romania*, Second International Conference on ICT Management for Global Competitiveness and Economic Growth in Emerging Countries, Wroclaw, Poland, 16-17 September
2. *Improving the Provision of Municipality Public Service Value by Marketing Management*, 35th Annual Conference of European Group for Public Administration (EGPA), Edinburgh, UK, 11-13 September
3. *Role of Social Media in Business Development. Comparative analysis Romania –US*, Annual Conference EGPA, University of Edinburgh, UK, 11-13 September
4. *Digital ecosystems for public affairs*, 3rd World Conference on Innovation and Computer Science (INSODE-2013), Antalya, Turkey, 26-29 April
5. *Instruments and Practices Concerning the Absorption and Use of Structural and Cohesion Funds in Romania*, International Conference "Absorption capacity of Serbia and SEE countries" Belgrad, Serbia, 15 November.

2012

1. *The social enterprise and the social entrepreneurship – instruments of local development. A comparative study for Romania*, WCBEM 2012
2. *Administrative convergence in some Balkan states. A socio-empirical study*, WCBEM 2012
3. *Internationalization of Master programmes in public administration. An EU-US comparative study*, 2<sup>nd</sup> WCETR 2012
4. *The single market and the social enterprise. From models to realities*, 11<sup>th</sup> Congress IAPNM, Vilnius
5. *Modernisation of the public procurement market. Towards a strategy of public marketing specific on the single market*, 11<sup>th</sup> Congress IAPNM, Vilnius
6. *ICT Market in the EU Member States – key factor for the knowledge economy*, 11th International Congress on Public and Non-Profit Marketing (IAPNM), Vilnius, 14-15 June
7. *Quality Assurance in Bachelor and Master programmes in public administration. A comparative study*, WCAPS 2012
8. *Empirical analysis of ICT, economic growth and competitiveness in the EU*, International Conference on ICT Management (ICTM 2012), Wroclaw, Poland, 17-18 September.

2011

1. *The Impact of Quality of Bureaucracy on Governance Performance. A Comparative Study in Balkan States*, (co-author), 7<sup>th</sup> European Conference on Management Leadership and Governance, SKEMA Business School, Sophia-Antipolis, France
2. *Internalisation of the values of National Integrity Systems and governance performance in some South-Eastern European states. Significant aspects and comparative studies*, (co-author), 7<sup>th</sup> European

- Conference on Management Leadership and Governance, SKEMA Business School, Sophia-Antipolis, France
3. *Corruption, Public Integrity and Globalization*, (co-author), 33rd Annual EGPA Conference, Bucharest, 7-9 September
  4. *E-government services. A comparative conceptual framework in the EU 27 in view to substantiate the public marketing strategies*, (co-author), 33rd Annual EGPA Conference, Bucharest, 7-9 September
  5. *E-government in the Balkans. Comparative study*, (co-author), Jean Monnet International Conference „National and European Values of Public Administration in the Balkans”, 15 - 16 July 2011
  6. *Towards a performing European Administrative Space through financial management instruments: The case of Public Internal Financial Control*, (co-author), Jean Monnet International Conference „National and European Values of Public Administration in the Balkans”, 15 - 16 July 2011
  7. *Knowledge Marketing and Development in the New Knowledge – Based Economy*, (co-author), 10th International Congress of the International Association on Public and Nonprofit Marketing, Porto, Portugal, 16-17 June
  8. *European Regulation of the Market of Services and National Transposition*, (co-author), 10th International Congress of the International Association on Public and Nonprofit Marketing, Porto, Portugal, 16-17 June
  9. *Corporate Social Responsibility on the International Area – Present developments in Romanian and Bulgaria*, (co-author), 10th International Congress of the International Association on Public and Nonprofit Marketing, Porto, Portugal, 16-17 June
  10. *National Integrity Systems and civil service development in some South- Eastern European states. Significant aspects and comparative studies*, (co-author), 19th NISPAcee Annual Conference, Varna, Bulgaria, 18-20 May
  11. *Electronic governance, premise for implementation of electronic democracy*, (co-author), 19th NISPAcee Annual Conference, Varna, Bulgaria, 18-20 May
  12. *The integration of the social policies from Romania in the European social space. Empirical researches and case studies*, (co-author), 19th NISPAcee Annual Conference, Varna, Bulgaria, 18-20 May
  13. *Instruments of policy analysis. The impact assessment development by public authorities in Romania. Case study*, (co-author), 19th NISPAcee Annual Conference, Varna, Bulgaria, 18-20 May
  14. *Socio-statistical research on the internalization of the European Administrative Space principles in the Romanian Public Administration*, (co-author), Jean Monnet Workshop "European Administrative Space. Balkan realities", University of Rijeka, Rijeka, Croatia, 5 - 6 February
  15. *Convergence of policies for promoting total quality management in the public administration of Balkan states – European Union member states*, (co-author), Jean Monnet Workshop "European Administrative Space. Balkan realities", University of Rijeka, Rijeka, Croatia, 5 - 6 February
  16. *Relevance of 'Western European public administration reforms' on Transition countries - 'who learns what from whom?'*, (co-author), Jean Monnet Workshop „European Administrative Space – Balkan realities”, Rijeka, Croatia, 5 - 6 February.

2010

1. *Integrating anti-corruption strategies within the government reforms in some South-Eastern European states. An empirical study on the impact of the government performance*, (co-author), International Conference "Public Management in 21<sup>st</sup> century: Opportunities and Challenges", Macau, China, 2010
2. *A multidisciplinary doctoral research program in administrative sciences. The economic and social impact of public administration Europeanization*, (co-author), 32nd EGPA Annual Conference "Temporalities, Public Administrations and Public Policies", Toulouse, France, 2010
3. *Public Integrity, Economic Freedom and Governance Performance. A Comparative Study for the EU Member States and Acceding Countries*, (co-author), 32nd EGPA Annual Conference, Toulouse, France, 2010
4. *Administrative reforms in South Eastern European states. Comparative study in view of enlarging the European Administrative Space*, (co-author), 5<sup>th</sup> Sino-US International Conference on Public Administration "The Role of Government in Fighting the Financial Crisis", Xiamen, China, 2010
5. *Reducing the administrative expenditures as source for increasing the efficiency of local governance under conditions of the financial crisis*, (co-author), 5<sup>th</sup> Sino-US International Conference on Public Administration "The Role of Government in Fighting the Financial Crisis", Xiamen, China, 2010

6. *Local employment policies in the context of the economic crisis. Influences of the European Community structural instruments*, (co-author), 5<sup>th</sup> Sino-US International Conference on Public Administration "The Role of Government in Fighting the Financial Crisis", Xiamen, China, 2010
7. *Socio-indicators related to social perception of reforms in the public health system. The Romanian case*, (co-author), 9<sup>th</sup> International Congress of the International Association on Public and Nonprofit Marketing (IAPNM 2010), Bucharest, 2010
8. *Integrated Approach of the Citizen's Role in Relation to the Public Services*, (co-author), 9<sup>th</sup> International Congress of the International Association on Public and Nonprofit Marketing (IAPNM 2010), Bucharest, 2010
9. *Systemic Analysis-Support of the European Administrative Space*, (co-author), Workshop „Public Administration in the Balkans – from Weberian Bureaucracy to New Public Management”, Athens, 2010.

#### 2009

1. *State Capture versus Administrative Corruption. A Comparative Study for the Public Health Service in Romania*, (co-author), International Conference of European Group of Public Administration "The Public Service: Service Delivery in the Information Age", Malta, 2009
2. *Marketing of local public services under the reduction of administrative expenditures*, (co-author), 8<sup>th</sup> International Congress on Public and Non Profit Marketing, Valencia, Spain, 2009
3. *Improvement of government financing through non-conventional methods: reducing the administrative costs in the public sector*, (co-author), The Fifth Transatlantic Dialogue: The Future of Governance in Europe and the U.S., Washington, USA, 2009
4. *Corruption in the public organizations., Towards a model of cost-benefit analysis for the anticorruption strategies*, (co-author), International Conference: „Governing Good and Governing Well - The First Global Dialogue on Ethical and Effective Governance", Amsterdam, The Netherlands, 2009.
5. *Public Integrity and Performance of Governance. A Comparative Study for South-Eastern Europe*. (co-author), International Conference: „Governing Good and Governing Well - The First Global Dialogue on Ethical and Effective Governance", Amsterdam, The Netherlands, 2009
6. *The impact of decentralization on the corruption phenomenon*, (co-author), 17<sup>th</sup> NISPAcee conference: "State and Administration in a Changing World", Budva, Montenegro, 2009
7. *The regulation of the conflict of interests in the Romanian administrative system*, (co-author), 17<sup>th</sup> NISPAcee conference: "State and Administration in a Changing World", Budva, Montenegro, 2009
8. *Enhancing the Efficiency of Local Government in the Context of Reducing the Administrative Expenditures*, (co-author), International Conference: Public Administration in Modern Times: Challenges and Perspectives, Komotini, Greece, 2009.

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1. *Partnership and local governance*, (co-author), EGPA International Conference, "Innovation in the Public Sector", Rotterdam, The Netherlands, 2008
2. *Performance of Public Expenditure Management at Local Governance level in Romania* (co-author), International Conference "The Status of Intergovernmental and Multi-level Governance in Europe and the US. The Fourth Transatlantic Dialogue", Milan, Italy, 2008
3. *Public Sector vs. Private Sector. Market Type Mechanisms in the Public Sector*, (co-author), 7<sup>th</sup> International Congress on Public and Non Profit Marketing, Szeged, Hungary, 2008.

#### 2007

1. *Meritocratic aspects concerning performance evaluation in the public sector. A case study for Romania*. (co-author), EGPA International Conference: Public Administration and the Management of Diversity, Madrid, Spain, 2007
2. *Globalization and Europeanization. A Projection on a European Model of Public Administration*, (co-author), 27<sup>th</sup> International Congress of Administrative Sciences, IIAS, Abu Dhabi, United Arab Emirates 2007



3. *“Globalisation of Corruption and Development of the Binom “Corruption- Public Integrity” in the Context of Romania Integration into the European Union”,* (co-author), International Conference, The Third Transatlantic Dialogue, “Leading the Future of the Public Sector”, Delaware University, USA, 2007
4. *E-learning for future: The case of educational systems of knowledge management based on information technologies in the National School of Political Studies and Public Administration,* International Conference, „Knowledge Management”, Bucharest, 2007
5. *Les Transferts de Compétences vus depuis la Roumanie,* International Colloquium “Les Transferts de Compétences aux collectivités territoriales: Aujourd’hui et demain”, Montpellier, France, 2007
6. *“An Example of FP7 project: Europeanization of Public Administration and its Social – Economic Impact” and “The Assessment of the Costs of Bureaucracy. Methods and European Practices”,* International Conference: “The Impact of Europeanization on the Public Administration”, Bucharest, 2007.

#### 2006

1. *Models of social and economic analysis of corruption; social perception and political stability,* International Seminar „The phenomenon of corruption: Ethical, economic, political and legal aspects”, Bucharest, 2006
2. *A Model of Social and Economic Analysis of Corruption,* (co-author), EGPA International Conference: Public Managers under pressure: between politics, professionalism and civil society, Milan, Italy, 2006
3. *Corruption, Transparency and Quality. Comparative Approaches and Judiciary Support,* International Conference “The role of the judiciary in a European integrated context”, Athens, Greece, 2006
4. *“Specific Aspects of the Public-Private Partnership in Romania”,* (co-author), EGPA International Conference: „ A Performing Public Sector: The Second TransAtlantic Dialogue”, Leuven, Belgium, 2006.

#### 2005

1. *The role of the citizens’ options in improving the public sector performance,* (co-author), International Seminar: “Transparency and Participation. Making Governance more Citizen-Friendly”, Bucharest, 2005
2. *Total Quality Management in the Public Sector. European Experiences,* International Conference: „Public Administration at the Beginning of the Third Millennium. Disseminating the Japanese Best Practices in Romania”, Bucharest, 2005
3. *European Administration in the light of the Neo-managerial Governance,* International Conference: „European Administration. Contemporary Concepts and Approaches ”, Bucharest, 2005
4. *The European Public Space Identity – Communication Resource in Central and Eastern Europe,* International Symposium: Communication in South Eastern Europe in the European Integration Process, Athens, Greece, 2005
5. *E-learning Systems for Public Administration,* (co-author), NIME-SNSPA Joint Workshop, Tokyo, Japan, 2005.

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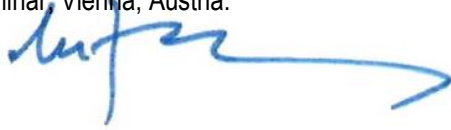
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2. *Evaluating the Utility and Risk of innovation,* (co-author), 29-th European Small Business Seminar, Cascais, Portugal

3. *The Innovative Systems for Small and Medium Sized Enterprises*, 44-th International Council for Small Business Conference, Naples, Italy.

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1. *Risk of decision-making and entrepreneurial environment*, (co-author), 28-th European Small Business Seminar, Vienna, Austria.

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