

The Business of Growth

Developing Talent,
Building Organizations,
and
Creating a
Future



**7th
Edition**

Griffiths School
of Management
Annual Conference

May 12, 2016

Oradea Trade Center

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The most recent economical changes have changed the way organizations should look towards the future. With the development of new technologies, new challenges ahead and new talent pool of young and ambitious people coming out from school, organization and entrepreneurs need to find new and innovative ways to develop organizations and creating a better future. Naturally, honest, constructive and transdisciplinary discussions need to take place so that we may formulate future propositions upon which to build the future.

The **GSMAC 2016 Conference** organized by Griffiths School of Management will explore the challenges of **Developing Talent, Building Organizations and Creating a Future** by endeavor to respond to questions such as: what are the methods that should be used in order to grow and multiply talent? How should entrepreneurs build a sustainable and profitable organization? How can leadership of organizations reach to the future and make sure it will be a better one? How should education concepts and methods upgrade to the new face of the business environment to make sure it equips the next generation to be able to adapt and develop ethical organizations?

We hereby would like to invite research papers coming from researchers and practitioners around the world to explore the various dimensions of these aspects. We welcome theory-based and empirical studies grounded both in qualitative or quantitative methodology and conceptual contributions. The Conference provides a platform for academics and practitioners in the field of business and management to tackle new approaches to talent development, managing and develop organizations through interaction and debate.

The conference is open to scholars and practitioners in the following fields: Economics, Management, Information Technology, E-Business and e-Commerce Leadership, Marketing, Human Resources, Business Ethics, Operations Management, Financial Management, Entrepreneurship, Non-profit Organizations, Public Administration and Management, Logistics Management, Transdisciplinarity etc.

IMPORTANT DATES

Conference Day: 12th May 2016

Location: Oradea Trade Center | Nufărului Str., no. 30, Oradea, 410583, Romania

Abstract submission deadline: February 29, 2015

Full paper submission deadline: April 23, 2015

Notification of acceptance: April 30, 2015

Conference fee payment and confirmation of the participation: May 6, 2015

Publication fee: 75 Euro/paper

All accepted and presented papers will be published in the conference proceeding, which is indexed in **EBSCO, EconLit** and will be submitted for evaluation by **Springer**.

SUBMISSION DETAILS

To submit an abstracts or a full paper go to www.easychair.org to (1) create an account and (2) upload your submission. Submitted papers must comply with the GSMAC Style Guide of the Conference found at www.gsmac.ro

Abstracts should have maximum 200 words describing the purpose and orientation of the article and 5 KEY WORDS and **Full** papers should have a minimum length of 3.000 (three thousand) words.

Both the abstracts and full-papers must include: NAME and AFFILIATION of authors, should be written ONLY in English and can be submitted in Word or Pdf format. Authors will be notified regarding the acceptance of their paper as a result of the review process no later than **April 30, 2016**.

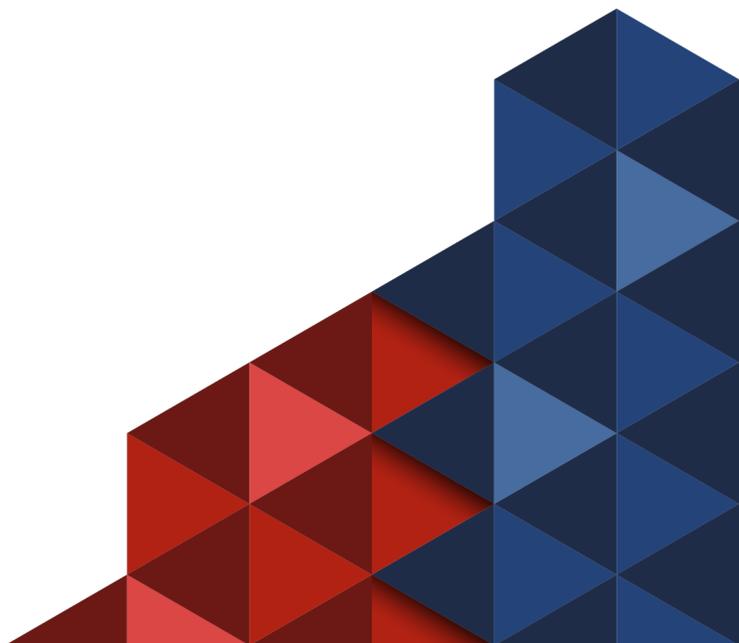
ASSISTANCE AND SUPPORT

For assistance or other information do not hesitate to write to gsmac@emanuel.ro

We look forward to your contribution.

On behalf of Conference Committee

Dr. Sebastian Văduva
Dean of Griffiths School of Management
Emanuel University of Oradea
Conference Chair GSMAC 2016



GSMAC 2016 Style Guide

All submissions to *GSMAC 2016* should be made online at <https://easychair.org/conferences/?conf=gsmac2016>.

All submissions should conform to our style guidelines detailed below.

1. Conditions of submission

Manuscripts are reviewed with the understanding that they:

- are original
- are not under consideration by any other publisher
- have not been previously published in whole or in part
- have not been previously accepted for publication
- have not been previously reviewed by *GSMAC Conference*
- will not be submitted elsewhere until a decision is reached regarding their publication in GSMAC 2016

Any prior publication of the data featured in the manuscript should be explicitly acknowledged when submitting. Any forthcoming or "in press" articles which use the data should be forwarded to the editor.

Please state whether you wish your submission to be reviewed as a regular article or as a 'research note.' Any manuscript submitted as a research note should also include the phrase 'submitted as a research note' on the bottom of the page containing the abstract.

2. Manuscript format and style guide

All manuscripts should be double-spaced. Margins should be one inch (2.5 cm) at the top, bottom and sides of the page. Font size should be 12 point.

Regular articles should be no longer than 40 pages, but should have a minimum length of 3.000 (three thousand) words, and 'research notes' should be no longer than 25 pages. Constructs and variables should be identified in words, not abbreviations. Any hypotheses should be explicitly identified as such.

3. Title page

The title page should list the **title** of the article and **name and affiliation** of authors. Titles should be short, and abstracts should be informative for non-specialists. Suggestions for a short running title can be given but no more than 40 characters (including spaces).

4. Abstract

Authors are asked to supply an abstract of no more than 200 words.

5. Keywords

Include up to 5 keywords that describe your paper for indexing and for web searches in your manuscript.

6. Text

The introduction should state clearly the objective of the paper as well as the motivation and context of the research. The literature review should be limited to the articles, books and other items that have a direct bearing on the topic being addressed. Theoretical papers may devote a full section to the

motivation and potential usefulness of the proposed theoretical framework. Empirical papers that do not develop new theories or hypotheses should be kept short. The empirical section should give details of the methodology used only if it is new.

Details of the empirical section tests should not be included in the paper itself. The conclusion should summarize key findings and state their importance to the field.

Endnotes and footnotes should be kept to an absolute minimum. Substantive comments should be integrated within the text rather than placed in a note. Endnotes, references, appendices, tables and figures should be placed at the end of the manuscript.

7. References

References are to be listed alphabetically, according to the author's last name, followed by publication date in parentheses. Use full first name, not just initials. The reference list should be typed on a separate page. Do not use indents, tabs, or symbols to delineate your paragraphs. Instead, use one hard return between each reference. The reference list is not intended to serve as a bibliography; all unnecessary, redundant, or tangential references should be eliminated ('reference list' are works that are cited within the paper, while 'bibliography' represent all). Each reference should be cited in text at the appropriate place. Do not include un-cited works in the reference list.

For citations of up to three authors, list all author names (Sherman, Sperry and Reese, 2003); for four or more authors, use the first author's name followed by "et al." (no italics) (Wuyts et al., 2010). A series of citations should be listed in alphabetical order and separated by semicolons: (Bernstein, 2002; Daianu, 2008; Mackenzie, 1997).

Citation in the text should be by the author's last name and year of publication, enclosed in parentheses without punctuation: "(Collins, 2001)."

If you use the author's name within the sentence, there is no need to repeat the name in the citation; just use the year of publication in parentheses, as in "The Gary Heerkens' book (2002)...." If a particular page, section, or equation is cited, it should be placed within the parentheses: "(Heerkens 2002: 69)."

Note: This section should follow the Sage-Harvard citation standard found Sage Harvard If you have any further questions please contact the editorial staff at gsmac@emanuel.ro.

After acceptance papers that do not follow this guideline will be returned to the authors to be completed.

Suggestion: use the Microsoft Office Citation system for references and Table of Authorities (for more information use Help feature of Microsoft Word – Citations). A good alternative is Zotero.

8. Tables

Tables should consist of at least three columns and three rows; otherwise, they should be left as in-text tabulations (do not include headings), or their results should be integrated into the text.

All tables must be numbered, and their titles should be centered. The text within the table is Times New Roman 10, Primary Heading is centered, bold and all first letters are capitalized. Secondary headings: Only first letter of first word is capitalized. Cells that only contain numbers are center aligned, while all the others are text left.

Refer to tables in text by number (eq.: see Table 1). Avoid using "above" or "below."

Asterisks or notes cued by lowercase superscript letters appear at the bottom of the table below the rule. Asterisks are used for p values, and letters are used for data-specific information. Other descriptive information should be labeled as "Notes:" and placed after the letters. Below the table must be specified the source of information (right aligned, Times New Roman 10pt, italic).

Tables with text only should be treated in the same manner as tables with numbers (formatted as tables with rows, columns, and individual cells).

Make sure the necessary measures of statistical significance are reported with the table. Designate units (e.g., %, \$, n) in column headings.

Do not insert tables in the Word file as pictures. All tables should be editable in Word.

Table 1 – Summary of Item Statistics for the General Performance Criterion Measures

Criterion Measure	No. of Studies	Mean No. of Bus. Units	Mean Observ. r's	Mean True Validity r's
Customer	18	2,170	0.107	0.122
Profitability	14	1,490	0.084	0.133
Productivity	15	1,148	0.126	0.128
Turnover	15	1,552	0.023	0.045

Source: (Buckingham and Coffman 2005)

9. Figures

The term "figure" refers to a variety of material, including line drawings, maps, charts, graphs, diagrams, photos, and Web shots, among others.

Avoid bitmap or TIFF files. However, when these files must be used—as in photographs or screenshots—submit print-quality graphics. For a photograph or screen shot, this requires a resolution of at least 300 ppi/dpi. For a line drawing or chart, the resolution should be at least 800 ppi/dpi.

For graphs, label both vertical and horizontal axes. The ordinate label should be centered above the ordinate axis; the abscissa label should be placed beneath the abscissa.

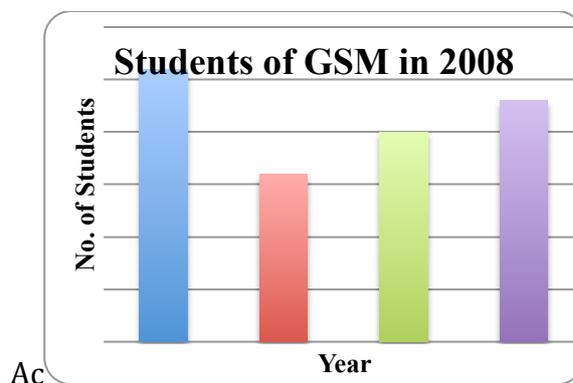
The figure number and title should be typed on separate lines, centered.

Refer to figures in text by number (see Figure 1). Avoid using "above" or "below."

When preparing gray scale figures, use gray levels between 20% and 80%, with at least 20% difference between the levels of gray. Whenever possible, avoid using patterns of hatching instead of grays to differentiate between areas of a figure. Gray scale files should not contain any color objects.

If submitting artwork in color, please make sure that the colors you use will work well when converted to gray scale. Use contrasting colors with different tones (i.e., dark blue and dark red will convert into almost identical shades of gray). Don't use light shades or colors such as yellow against a light background. Also remember that the cost of color printing is borne by the authors.

Figure 1 – Number of Students from School of Management in 2008



Source: internal reports

REFERENCES:

This is an excerpt from the Sage-Harvard referencing style

Hogue CWV (2001) Structure Databases. 2nd ed. In: Baxevanis AD and Ouellette BFF (eds), *Bioinformatics*, Life Sciences Series, New York, NY: Wiley-Interscience, pp. 83–109.

Kötter P and Ciriacy M (1993) Xylose fermentation by *Saccharomyces cerevisiae*. *Applied Microbiology and Biotechnology*, 38(6), 776–783, Available from: <http://dx.doi.org/10.1007/BF00167144> (accessed 4 October 2008).

Method and system for placing a purchase order via a communications network (1999) Available from: <http://www.patentstorm.us/patents/5960411.html> (accessed 4 October 2008).

Pear R (2008) Crisis Puts Tax Moves Into Play. *The New York Times*, 2nd October, Available from: <http://www.nytimes.com/2008/10/02/business/02tax.html> (accessed 4 October 2008).

Sambrook J and Russell DW (2001) *Molecular Cloning: A Laboratory Manual*. 3rd ed. Cold Spring Harbor, NY: CSHL Press.