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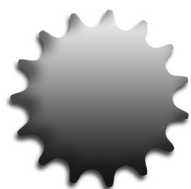
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Prof. Mohamed Roushdy, Ain Shams University, Egypt

Prof. Abdel-Badeeh M. Salem, Ain Shams University, Egypt

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Plenary Lecture 1

Complexity and Action. A Cybernetics Perspective to Decision Making



Professor Gandolfo Dominici

Vice President and Scientific Director
Business Systems Laboratory (Italy)
Tenured Ass. Professor of Business Management
DEp. SEAS – University of Palermo
Italy
E-mail: gandolfo.dominici@libero.it

Abstract: The problem often faced by some approaches to complexity is that of the abstraction from the competition character of action. Man often is not rational, because of his cognitive limits, his heuristics of thought, and his passions of which the most dangerous is fear. To be aware that the world is complex and there is no way to forecast the future is something that can scare at the point to inhibit decision and necessary action.

Today there is a lot of talking about how the world, hence the markets, the social and business environment is complex, but few real proposals about what to do.

The temptation coming from reductionist models and the reason why they are still so strong in the managerial (mis)practice is that they are "reassuring". Reductionist models are able to exorcise the fear of mistakes. The challenge is to find a "reassuring" alternative to reductionism. We need to develop new capacities to learn from the future as it emerges.

Cybernetics suggests two powerful tools to overcome this kind of fear and inhibition that are "feed-back" and "feed forward". Feedback can be used as way of learning by doing or better learning by mistakes. But before making mistakes to learn we need to think, simplify complexity in mental schemes (as in Barthez's simplicity) and have a "feed-forward" of possible scenarios. To do so we need to develop prototypes to explore the future by doing something small and quickly that generates feedback from all the key stakeholders.

This theoretical paper examines how Cybernetics can help to overcome the fear of deciding under the uncertainty in complex scenarios and to be an effective tool for viability and competitiveness of the firms in the XXI century.

Brief Biography of the Speaker: Gandolfo Dominici is a PH.D. in Business Management at "Sapienza" University of Rome in 2004. In 2003 he was visiting researcher at the Faculty of Economics of Nagasaki University, Japan developing a research about the cultural roots of Japanese Toyota Production Systems.

Since 2005 he is Assistant Professor of Business Management at the University of Palermo (Italy), where from 2006 he holds the Chair of Marketing and from 2008 of Systems and Organizational Processes. He got his tenure at University of Palermo in 2008.

He is co-founder, Vice President and Scientific Director of the scientific nonprofit association Business Systems Laboratory (www.bsllaboratory.net). He is author of about 40 published articles and books and member of the editorial board and reviewer of 12 international peer reviewed journals.

His main research interests are: Systems Thinking, Managerial Cybernetics, Organizational Science, Marketing, SCM and product development.

Plenary Lecture 2

Motivational Tools within Organizational Management



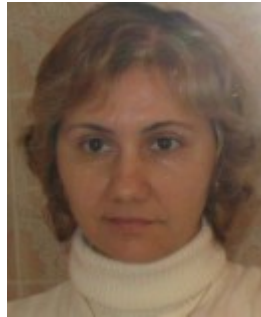
Professor Carmo Neves
Business and Social Sciences
Instituto Politécnico de Bragança
Portugal
E-mail: carmoneves@ipb.pt

Abstract: This communication is about the theme of organizational development. This is one of the most important and relevant dimensions of the organizational success. Having motivational tools that act as the trigger for the environment improvement should be one of the concerns of leaders. The target of this communication is to discuss about the importance of emotional development of the associates and its relations with the organizational environment. The methodology was based in a personal reflexion about one decade of professional experience of organizational management and human resources as well in the literature revision about the issue. The major conclusions that we would like to highlight are: (1) organizational management implies managing people as a resource (in the view more economicist and technics) and consider people as individuals (human beings) with their values, beliefs, identities, attitudes and behaviors'. (2) having a tool which identifies the level of emotional development is fundamental in order to contribute for an improvement of organizational environment; (3) can control in a positive manner the emotions is one of the competencies to developed having in mind achieve the satisfaction of all players (associates), as a way to contribute for a good organizational performance.

Brief Biography of the Speaker: Dr Carmo Neves holds a degree in Philosophy and Development of Business (Management) from Faculdade de Filosofia da Universidade Católica and Post-Graduate in Organizations' Management (2011) from IPP –Instituto Politécnico do Porto. She had been worked approximately twenty years in a Multinational Company (1991-2010). There had been worked in several departments including department of Improvement Process (7 years) and Human Resources area (4 years). As well she worked as internal consultant in all the five organizations at Portugal in the field of Organizational Development, during 10 years. Since 2011, she works as adjunct lecturer, lecturer, and now underway, specializing in the "Human Resource Management - Principles and Practice for Excellence". Her research interests include: Organizational Development, Emotional Development, Coaching in Organizations, Leadership. She has some publications rated ISI journals and in conference proceedings.

Plenary Lecture 3

Business Models for Developing Online Courses



Professor Mirela Voicu

Department of Business Information Systems
Faculty of Economics and Business Administration
West University of Timisoara, Romania
E-mail: mirela.voicu@feaa.uvt.ro

Abstract: Today, the ways in which we learn are changing. Generally, the interest for e-learning development comes from areas such as university studies, school studies, corporate training or other sectors. In each case, we can give examples of the success or of the failure. In this paper, we are focused on online courses in the context of entrepreneurship. In an online environment, a course is important for a student only if it brings knowledge, in an easy way. This means creating a high quality course. The information provided by the course is very important. However, this is not enough. The manner, in which we display a course, is also very important. In an online course, using e-learning tools, we can and must facilitate the way in which the student learns. In this paper, we describe some important features of existing online courses. We point out some aspects of the necessary tools used for developing online courses: hardware, software and e-learning platforms. We recall some of the most important tools used for online advertising, such as Google AdWords, Facebook Ads, discount websites, etc. We specify how we can increase the lesson quality using different software tools. We talk about the manner in which tests and quiz can be applied. We determine marketing online tools which can be used for maintaining the relation with the student/client. Such a business includes infrastructure and people (teachers, etc.), and this implies costs. In the terms of a business, success means profit. In the case of an online course, we must minimize costs while maintaining a high quality of the learning service. We present our business models according to these principles.

Brief Biography of the Speaker: Mirela-Catrinel Voicu was born in Romania. In 1995, she graduated from the Faculty of Mathematics and Computer Sciences, West University of Timisoara. She received the MSc degree in Applied Mathematics, Informatics in Economy and Computer Sciences from the West University of Timisoara. She followed a training course for PhD thesis at the National Institute for Statistics and Economic Studies, Paris, France. She received her PhD in 2001 from the University of Timisoara, Romania (with the "Cum laude" distinction) and from the University of Paris 13, France (with the "Très honorable avec félicitations" distinction). Currently she is a Professor at the Department of Economic Informatics, within the Faculty of Economics and Business Administration, West University of Timisoara, Romania, where, since 1995, she has held several academic positions. Her activity includes Programming and Internet Programming, Informatics in Economy, Databases, OOP, Data structures. Through the collaboration program between the Faculty of Economics and Business Administration and the Faculty of Mathematics and Informatics of the West University, she has held classes with international participation, in postgraduate education, in the section of "Mathematic modelling in economics and applied sciences" Exchange Rate Evolution Models subject introduced within the program due to the original contributions in her PhD. During the collaboration between the Faculty of Economics and Business Administration, West University of Timisoara and CUOA Italy, she has taught a postgraduate class for the section of "Management of Business and Public Administration", regarding the Internet. She has 82 papers in conference proceedings or refereed journals (from these papers, 29 have been presented or published abroad). She has published 8 books (1 book in France, 1 book in Germany and 6 books in Romania). She is a reviewer and a member in international program committee of various WSEAS conferences from abroad, reviewer at "Journal of Knowledge, Communications and Computing Technologies", member in the teams of 9 research projects (one of which is international) and project manager for one research project. Since 2002, she is a member of INFOREC (Romanian Association for Economic Informatics Training Promotion), since 2005, she is a member of WSEAS (World Scientific and Engineering Academy and Society) and since 2009, she is a member of SCT (Society for Computing Technologies).

Plenary Lecture 4

The Strategic Management and the SWOT Analysis in Military Organizations



Professor Dan Victor Cavaropol

Director of the Council of University Doctoral Studies
Police Academy "Alexandru Ioan Cuza"
Bucharest, Romania
E-mail: cavaropold@gmail.com

Abstract: The problem of the strategic management in military organizations is a very important issue for the countries in SE Europe, after their integration in the European Union. The paper is a case study for our academy, taking into account the risk analysis, quantitative and also qualitative. We have utilized the well-known SWOT analysis evaluating the threats—things that can go wrong or that can 'attack' the system and the vulnerabilities, which make a system more prone to attack by a threat or make an attack more likely to have some success or impact. The countermeasures for vulnerabilities are established and we propose the possible strategy for managers to realize the objectives and prevent the system to turn in the wrong direction. The parameter of time and the changing in legislation are two factors that can influence the decision-makers' strategy.

Brief Biography of the Speaker: Cavaropol Dan Victor is an university professor at the Police Academy since 1992, and during the time he had many important leading positions in this organisation, like head of department and dean of the faculty. Now he is the Director of the Council of University Doctoral Studies/C.S.U.D., and coordinates the two doctoral schools in Police Academy. He is a close collaborator with WSEAS, has published 14 articles in WSEAS conferences, from 2009 until today. He is also a peer-reviewer in WSEAS since 2012. In the Doctoral School „Public order and National Security-OPSN” he teaches „The risk analysis” and coordinates 10 Ph.D students. He published in the last 20 years more than 60 articles and 14 books in the fields of engineering, security and social science.

Plenary Lecture 5

Entrepreneurship Strategies in a Portuguese and in a Polish Region



Associate Professor Nelson Duarte

School of Management and Technology of Felgueiras
Polytechnic of Porto
Portugal

E-mail: nduarte@estgf.ipp.pt

Abstract: In the present paper we will consider strategies of innovation, risk and proactivity as entrepreneurship strategies. Since we are dealing with management strategies, it is possible to relate them to the concept of Intrapreneurship. This study was done in a region of northern Portugal (Vale do Sousa) and focus on Industrial and Construction sectors. In order to get a valid sample, a group of 251 firms were analysed. Each strategy was analysed individually and the results pointed to a lack of culture of entrepreneurship in firms' management. Only Proactivity presented a positive result in firms' management.

On what regards the Polish results, by the time this abstract is being written we are finishing the field research, so it is not possible at the moment to present comparative results.

The main goal of this paper is to present the general results in both regions, and to do a comparison between them, comparing not only intrapreneurship results, but also each strategy individually.

Brief Biography of the Speaker: Nelson Duarte is Associated Professor at school of Management and Technology of Felgueiras, Polytechnic of Porto. He also works as a Researcher at Centre for Transdisciplinary Development Studies and at Centre for Research and Innovation in Business Sciences and Information Systems. Currently is coordinating the International Relations Office at School of Management and Technology of Felgueiras.

He holds a PhD in Management (2008) from Trás-os-Montes e Alto Douro University, Portugal, and realized his Master Studies in Economic and Management Sciences (2001) at Mediterranean Agronomic Institute of Chania, Greece.

Main research areas are entrepreneurship, strategy, sustainability and family firms. Recently is starting some researches in the information systems area and its applicability to firms management. He is author and co-author of several published papers, and communications presented in conferences.

Teaching subjects are: management, strategy, innovation and entrepreneurship, with some teaching Erasmus mobilities experiences, as well as a participation in a cooperation programme teaching in the University of East Timor.

Plenary Lecture 6

A Geospatial Business Intelligence Approach



Professor Mihaela I. Muntean

West University of Timisoara

Romania

E-mail: mihaela.muntean@feaa.uvt.ro

Abstract: Based on the fact that most of the data stored in corporate databases has a spatial component, a Business Intelligence approach for spatial enablement will be developed. For fully deploying the spatial component, a data warehouse proposal will sustain the spatial business intelligence value chain. Theoretical considerations will be followed by a convenient practice initiative. Geospatial Business Intelligence has become a top priority for organizations of all sizes and industries that are seeking location-based insight, either to gain a competitive edge, improve organizational performance management or both.

Brief Biography of the Speaker: Currently, professor Mihaela I. Muntean is the chair of the Business Information Systems Department at the West University of Timisoara and an IT independent consultant. With a background in Computer Science and a Ph.D. obtained both in Technical Science and in Economic Science (Economic Informatics), professor Mihaela I. Muntean focused her research activity on topics like information technology, knowledge management, business intelligence, business information system. Over 70 papers in indexed reviews and conference proceedings and the involvement with success in 8 multi-annual national research grants/projects are sustaining her contributions in the research fields mentioned above.

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