

**INNOVATIVE MANAGERIAL APPROACHES REGARDING THE DEVELOPMENT  
OF INTRAPRENEURIAL ATTITUDES, THE MANAGEMENT OF SIMULTANEOUS  
PROJECTS AND THE FACILITATION OF DIGITAL TRANSFORMATION IN  
PUBLIC INSTITUTIONS**

**ABSTRACT**

The field of management in public institutions is characterized by openness to interdisciplinarity, addressing research topics from related fields such as political, administrative, and economic sciences. Comparative studies between the management of public administration and management applied in private organizations allow us to learn from the challenges of the experiences of managers in these sectors and improve the results for the scientific community.

Management studies in public administration are at the core of a wave of intense debates in the academic community. Previous literature has explored opportunities for public participation, citizen engagement, co-creation of value for communities through public-private partnerships, and participatory e-government. However, the transition from public administration in the classical approach to administrative governance – involving a greater focus on informal approaches to overcoming barriers and solving problems – quickly moved literature in a new direction. Thus, many of the recent research in public management aim at the approach of intrapreneurship as a source of valorization of human capital in public institutions, the simultaneous management of projects and the opportunities generated by the digital transformation of this sector, accelerated by the COVID-19 pandemic.

The collaborative research in which I have been involved is mainly related to the directions affected by the evolution of empirical studies in public management. Our research has been materialized in complex studies, both of a qualitative-comparative and quantitative nature, the results being disseminated in presentations at relevant conferences in the field of management, as well as in scientific articles included in publications with high international visibility. We paid more attention to the presentation of study results from scientific articles indexed in Web of Science, published in the Journal of Business Research, International Entrepreneurship and

Management Journal and International Journal of Entrepreneurial Behavior & Research, having a high impact factor and absolute influence score.

The first section of the habilitation thesis illustrates my professional development after obtaining the doctorate in the field of Management. I have grouped the studies carried out into four clusters: research in the field of exploring and stimulating intrapreneurship in public institutions, studies on the impact of consultancy offered for the implementation of projects in public institutions on their performance, studies specific to the management of simultaneous projects in public institutions and research on the adoption of transformation strategies digital in public institutions. In all the works presented, I highlighted the original contributions brought to the development of knowledge in the field of public management.

Intrapreneurship manifests through the management style, respectively the work style for employees in public institutions, characterized by flexibility, innovation and risk-taking. The objective is to overcome bureaucracy and accelerate the development of the public sector by harnessing human capital resources. The studies we have contributed to in this research niche capture the differences in managerial mindsets regarding intrapreneurship in public institutions versus private companies. The consultancy received by public institutions for the simultaneous management of projects increases the speed of their implementation and minimizes the efforts of project managers and the teams they coordinate. The studies in which I was a co-author demonstrate the value of consulting services, on the one hand, respectively the benefits of IT applications intended for the simultaneous management of projects. Digital transformation in public administration is part of a complex strategic process that facilitates and streamlines interactions between public institutions and beneficiaries of public services. My contributions, together with co-authors, in this field, have materialized in studies on the enablers of digital transformation in different public institutions in Romania and abroad.

Considering the methodology of the habilitation theses, this paper presents in the second part my scientific and professional development plans. The assumed research directions are structured as follows: predictive studies on the ability of public administration managers to adapt to new paradigms in this sector, research on the design of a digital system for mapping intellectual capital resources at the level of local public administrations, studies on the precursors of behaviors intrapreneurship of managers of public institutions, qualitative studies on public administration

employees' perception of toxic leadership and studies on exploring the reliability of emerging technologies in public administration.

The last section of the habilitation thesis reflects the concrete ways to increase performance in research and teaching, grouped into five categories: high involvement in professional associations in the field of public management, participation in international conferences that offer publication opportunities, collaborations with experts in the field of public administration, collaborations with researchers from other countries in order to conduct comparative studies and create a decision-making theater for the simulation of specific management activities in public institutions.

Although studies in public administration management have expanded their conceptual and methodological scope, new opportunities and trends for exploration are constantly emerging. The roots of public administration management continue to draw ideas from several related disciplines, providing opportunities for the future research agenda that I responsibly assume through this habilitation thesis.