

**CIVICA HONOUR SEMINAR – SUMMER 2025 @
National University of Political Studies and Public Administration (SNSPA)
23/06/2025 - 28/06/2025**

**“STRATEGIC INTEGRATION: MANAGING ORGANIZATIONAL SUSTAINABILITY
AND DIGITAL TRANSFORMATION”**

COURSE INSTRUCTORS

- Professor [Florina Pinzaru](#) (Dean, Faculty of Management) – team leader
- Professor [Alexandra Zbucnea](#), assist. Valentin Stoica, assist. Iulian Matache
- Industry guest speakers

DESCRIPTION OF THE CONTENT

Never before in history have organizations been confronted with two significant disruptions happening simultaneously, as at present: the digital revolution with the new advances of artificial intelligence (AI) and the necessity for adopting sustainability beyond buzzwords. Tomorrow is today, but leaders seem only to start to be aware of the profound changes that happen at an unbelievable speed. This honor seminar aims to challenge talents and future leaders to think and act strategically by considering the two major disruptions of adopting simultaneously AI-driven digitalization and sustainability in a context marked by many uncertainties and pressures for efficiency. Students will address practical issues by considering a pragmatic perspective based on relevant theory, data, examples, and case studies, preparing them to reflect on those changes and be ready for concrete and practical organizational solutions.

**REQUIRED BACKGROUND KNOWLEDGE/PREREQUISITES FOR STUDENTS
SELECTION**

No prerequisite is required for incoming Masters students.

SCHEDULE OVERVIEW

The Honour Seminar at SNSPA is an intensive and thought-provoking journey through the convergence of strategic management, sustainability, and digital transformations. Over six days, students will participate in expert-led discussions, interactive field visits, and hands-on activities, gaining vital insights into the problems and potential of contemporary organizational strategy and leadership approaches.

The seminar will begin on June 23, 2025, with an overview of the program and its participants, followed by strategic management, sustainability, and digitalization talks. A welcoming meal will provide the groundwork for productive networking and cooperation. On June 24, participants will investigate organizational digitalization and AI-driven leadership, followed by

a visit to the Palace of Parliament to examine policy-making in an age of digital change. The Palace of the Parliament in Bucharest stands as one of the most iconic and controversial landmarks of Romania. As the largest administrative building in Europe and the second-largest in the world, it symbolizes both political power and architectural grandeur. Built during the communist, the structure reflects an ambitious vision but also a complex history of centralization and control. Today, the Palace serves as the home of Romania's Parliament, housing both the Chamber of Deputies and the Senate, as well as key governmental institutions. It is a crucial center for legislative decision-making, policymaking, and governance. During the visit, participants will gain insights into how digitalization is transforming legislative processes, public administration, and political decision-making. Discussions will highlight the challenges and opportunities of implementing AI-driven governance, transparency in policymaking, and the role of digital tools in shaping modern public institutions.

The seminar will continue on June 25, focusing on sustainability in the ESG age and purposeful leadership. Students will go on a field excursion to the National Stadium to study sustainable sports techniques and then to Piața Obor to investigate authenticity and sustainability in local markets. At the National Stadium (Arena Națională), Romania's largest and most modern sports venue, students will explore how sustainability is integrated into the world of sports. With insights from representatives of the Romanian Football Federation, the visit will highlight efforts to reduce the environmental footprint of major sporting events, from energy-efficient infrastructure and waste management to promoting eco-friendly mobility for fans. Discussions will also focus on how sports organizations can drive sustainability awareness and social responsibility, making football not just a game but a force for positive environmental change. Following this, students will visit Piața Obor, one of Bucharest's oldest and most authentic markets, to examine how tradition and sustainability coexist in local commerce. The market provides a unique glimpse into short supply chains, local food sourcing, and waste management practices while preserving Romania's rich culinary and cultural heritage. By engaging with vendors and observing market dynamics, participants will gain a deeper understanding of sustainable consumer behavior, the role of local economies, and the impact of digitalization on traditional trade.

On June 26, the conversations will focus on producing value in complicated ecosystems and directing organizational transformation. A visit to EfDeN will give a firsthand look at sustainable city-building and legislative reform. EfDeN is a pioneering Romanian educational NGO concerned with bringing sustainability closer to students, young professionals and the general public. has gained international recognition through its participation in Solar Decathlon, a global competition that challenges teams to build and operate full-scale, functional solar-powered houses. EfDeN has proudly represented Romania with award-winning, zero-energy homes that serve as models for the future of urban living. Beyond innovation in housing, EfDeN actively works to influence policies and public awareness on sustainability. Through research, education, and advocacy, the team collaborates with policymakers, businesses, and academic institutions to push for legislative changes that support sustainable urban development. Visitors to EfDeN can explore real-life prototypes of sustainable homes, witness the integration of solar energy, smart technologies, and circular economy principles, and understand how architecture, engineering, and design come together to shape the future of eco-friendly cities.

June 27 focuses on sustainable innovation, the influence of AI, and stakeholder participation in transformation processes. The day closes with teamwork on a brief-based assignment, which prepares students for final presentations.

The seminar will end on June 28 with team presentations and a wrap-up session, followed by a goodbye meal before the students leave.

Through this dynamic blend of theoretical insights and practical experiences, students will leave with a deep understanding of sustainability, digitalization, and leadership—essential for navigating the evolving landscape of strategic management in various organizations.

DETAILED SESSIONS OUTLINE

Class/Session	Agenda and content	Instructor
23.06.2025	<p><i>14.30. Arrival at SNSPA, bd. Expoziției 30A, sector 1, Bucharest</i></p> <p>15.00 – 15.30. Introduction to the seminar (knowing each other, structure, evaluation)</p> <p>15.30 – 17.00. Introduction to strategic management: the role of sustainability and digitalization in organizational strategy</p> <p><i>17.00 – 17.10. Break</i></p> <p>17.10 – 18.50. Challenges and opportunities in integrating sustainability and digitalization into organizational strategy</p> <p><i>19.00. Welcome dinner</i></p>	Prof. Florina Pinzaru
24.06.2025	<p>10.30 – 11.50. Understanding organizational digitalization: the clash between existing business models and new digitally enhanced/managed ones. Digital champions.</p> <p><i>11.50 – 12.00. Break</i></p> <p>12.00 – 13.30. Leadership and decision-making in the AI era</p> <p><i>13.30 – 14.30. Lunch</i></p> <p>14.30 – 18.00. Field trip at the Palace of the Parliament (policy making for the new era shaped by digitalization)</p> <p><i>18.30. Dinner</i></p>	Prof. Florina Pinzaru Asist. Valentin Stoica
25.06.2025	<p>10.30 – 11.50. Adopting sustainability in the ESG era</p> <p><i>11.50 – 12.00. Break</i></p> <p>12.00 – 13.30. Purpose-driven leadership and incentive systems</p> <p><i>13.30 – 14.30. Lunch</i></p> <p>14.30 – 18.00. Field trip at the National Stadium (exploring how sports drive sustainability adoption) and at Piața Obor (exploring authenticity and sustainability in local markets for innovative perspectives)</p> <p><i>18.30. Dinner</i></p>	Prof. Alexandra Zbucnea Prof. Florina Pinzaru Assist. Iulian Matache
26.06.2025	<p>10.30 – 11.50. Creating value in the new complex ecosystem</p> <p><i>11.50 – 12.00. Break</i></p> <p>12.00 – 13.30. Leading the organizational ecosystem change</p> <p><i>13.30 – 14.30. Lunch</i></p> <p>14.30 – 18.00. Field trip at EfDeN (exploring how to build sustainable cities and change legislation)</p> <p><i>18.30. Dinner</i></p>	Prof. Florina Pinzaru Associate Claudiu Butacu Assist. Iulian Matache

27.06.2025	10.30 – 11.50. Sustainable innovations through digital instruments and the impact of AI <i>11.50 – 12.00. Break</i> 12.00 – 13.30. Communicating transformation: engaging and aligning stakeholders for impact <i>13.30 – 14.30. Lunch</i> 14.30 – 18.00. Teamwork on assignment <i>18.30. Dinner</i>	Prof. Florina Pinzaru
28.06.2025	10.30 – 12.30. Teams' presentations 12.30 – 13.00. Wrap-up <i>13.30. Lunch and students' departure</i>	Prof. Alexandra Zbucnea Prof. Florina Pinzaru Assist. Iulian Matache

SUGGESTED READINGS

Annesi, N., Battaglia, M., Ceglia, I., & Mercuri, F. (2025). Navigating paradoxes: Building a sustainable strategy for an integrated ESG corporate governance. *Management Decision*, 63(2), 531-559.

Atz, U., Van Holt, T., Liu, Z. Z., & Bruno, C. C. (2023). Does sustainability generate better financial performance? Review, meta-analysis, and propositions. *Journal of Sustainable Finance & Investment*, 13(1), 802-825.

Dorfleitner, G., Kreuzer, C., & Sparrer, C. (2020). ESG controversies and controversial ESG: about silent saints and small sinners. *Journal of Asset Management*, 21(5), 393-412.

Doshi, A. R., Bell, J. J., Mirzayev, E., & Vanneste, B. S. (2025). Generative artificial intelligence and evaluating strategic decisions. *Strategic Management Journal*, 46(3), 583-610.

Huang, S., Wang, B., Li, X., Zheng, P., Mourtzis, D., & Wang, L. (2022). Industry 5.0 and Society 5.0—Comparison, complementation and co-evolution. *Journal of Manufacturing Systems*, 64, 424-428.

Iansiti, M., & Lakhani, K. R. (2020). *Competing in the age of AI: Strategy and leadership when algorithms and networks run the world*. Harvard Business Press.

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Lamarre, E., Smaje, K., & Zimmel, R. (2023). *Rewired: The McKinsey guide to outcompeting in the age of digital and AI*. Wiley.

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Mazzi, F., & Floridi, L. (2023). *Ethics of Artificial Intelligence for the Sustainable Development Goals*. Springer International Publishing AG.

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Śledziewska, K., & Włoch, R. (2021). *The economics of digital transformation: The disruption of markets, production, consumption, and work*. Routledge.

Van Wynsberghe, A. (2021). Sustainable AI: AI for sustainability and the sustainability of AI. *AI and Ethics*, 1(3), 213-218.

Williams, A., Kennedy, S., Philipp, F., & Whiteman, G. (2017). Systems thinking: A review of sustainability management research. *Journal of Cleaner Production*, 148, 866-881.