

GREEN DEAL IN FOCUS: REGIONAL PERSPECTIVES AND THEIR INFLUENCE ON ELECTORAL INCOME

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Abstract. *European Green Deal policies and strategies has sparked vivid debate in the European Parliament in the last EP mandate, especially after a row of world-wide and regional crises, such as COVID-19, the Russian invasion of Ukraine and high energy prices. There was registered disagreement in terms of fulfilling the EGD desiderates at a fast pace. If the Greens have lately received less support, the far-right, very vocal when it comes to Green Deal strategies and legislation, seems to be more appalling to voters throughout Europe. The 2024 EP elections were to a discourse level a mirror for all the above-mentioned aspects. Our article analyzes if EGD themes are present in the electoral programs of the main parties and independent EP parties/ independent candidates in Romania and if they are also present in the electoral discourses reflected on the main media platforms during the campaign.*

Keywords: *European Green Deal, EP elections, Romania, electoral discourse.*

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AN ATTEMPT TO SYSTEMATICALLY REVISIT THE PROCESS OF CONCEPTUALIZATION AND POLITICAL MATURATION OF THE THREE SEAS INITIATIVE (3SI)

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Abstract. *The main purpose of the study is to provide an informed and contextually relevant view of the Three Seas Initiative (3SI), which adds to the geographical and thematic cooperation formats already in place in the European Union (EU). This work tests the Initiative's relevance and examines how it can contribute to the consolidation of the Eastern flank of the European Union, thereby strengthening the resilience in this part of Europe, which has been seriously shaken by the impact and consequences of the Russian invasion of Ukraine since 2022. The paper reflects on the role of the 3SI in the aftermath of the war on Ukraine and draws preliminary conclusions about the growth potential of the Initiative in the near future, both in political and geopolitical (integration of the Republic of Moldova and Ukraine) and in economic terms. The 3SI should not miss the momentum once the reconstruction of Ukraine effectively begins, and it should contribute substantially to the process of political and economic integration of the Eastern neighbourhood.*

Keywords: *Three Seas Initiative (3SI), European Union, Intermarium, geopolitics, Russian aggression in the Ukraine, Republic of Moldova, cohesion, interconnectivity.*

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ROMANIAN LEGISLATION BASED ON THE EU GREEN DEAL STRATEGY

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Abstract. *The present paper presents some of the latest Romanian legal provisions to support the European Green Deal objectives and the adoption of the "Fit for 55" package. Our paper presents some of the latest Romanian legislative initiatives and programs as part of the joint European effort to make Europe the first green continent. Thus, we briefly discuss The National Integrated Energy and Climate Change Plan 2021-2030, Emergency Ordinance 71/2021 on the promotion of non-polluting road transport vehicles, in support of low-emission mobility, Rabla Plus Program 2024, Emergency Ordinance 108/2022 regarding the decarbonisation of the energy sector, the proposed National Hydrogen Strategy and presents the modifications to the Law 220/ 2008.*

Keywords: *European Green Deal, legislation, Romania, Fit for 55, energy, sustainability.*

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RUSSIA'S VISION OF THE EUROPEAN GREEN DEAL: INSIDIOUS PROTECTIONISM OR OPPORTUNITIES FOR COLLABORATION?

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Abstract. *The current paper provides an analysis of the European Green Deal on the territory of the Russian Federation. The development of relations between the European Union and Russia throughout the green transition has a significant impact on global prospects for deep decarbonization. This paper will demonstrate that the European Union cannot simply replace these imports with primary goods from other countries, and that Russia is not motivated to cut GHG emissions unless the European Union provides extra incentives. The current research emphasises the European Union and Russian Federation's common dependence on a carbon-intensive goods flows. Throughout this article, I will draw a parallel between the opportunities that the European Green Pact can offer to the Russian Federation's territory and the challenges that are perceived as a bad process for the economy and Russian exports. I will also present how essential this possibility for cooperation is for both governments, as well as the impact of the issues that have exacerbated the relationship between the EU and Russia, which has recently been brittle because of the causes of recent disputes.*

Keywords: *Post-Soviet Russia, European Union, European Green Deal, greening.*

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CYBERATTACKS AND THE EROSION OF STATE SOVEREIGNTY

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Abstract. *This paper will tackle the issue of cyberattacks and the Erosion of State Sovereignty as cyberattacks have become a significant challenge to state sovereignty in the 21st century, threatening traditional concept of territorial control as well as the modern reliance on digital infrastructure. As technology evolved, cyberattacks developed the ability to bypass national borders and undermine state authority, creating a significant impact on how sovereignty is understood and protected. Considering the theoretical contribution of Carl von Clausewitz on new forms of warfare and Joseph Nye Jr.'s on cyber deterrence, the aim of this paper is to analyze examples such as WannaCry, Stuxnet, SolarWinds, and Heartbleed and to reveal the extent to which cyber operations can erode state sovereignty and challenge international norms.*

Keywords: *Cyberattacks, sovereignty, warfare, deterrence, cyberwar.*

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SECURING EU DEMOCRACY AND CITIZENSHIP AT WHAT COSTS? REFLECTIONS ON DEFENCE SPENDING BETWEEN NORTH-SOUTH AND WEST-EAST DIVERGENS¹

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*Ana-Maria COATU****

Abstract. *The events produced at the international level today demonstrate and track the recent evolution of the security environment of each member state of the European Union and beyond. The direct and indirect threats to regional and global security and stability require the taking, by the bodies empowered in this regard, of some precautionary measures and the improvement of the already existing military equipment at the level of each structure representing the military force of the states. In order to increase the sustainability and production capacity of the European Union, it is essential not only to increase, but also to optimize national and international investments in this field. This approach is necessary to achieve a significant change in strategy and to strengthen the joint capability to respond to critical needs.*

Keywords: *defense, budgets, acquisitions, security, culture, E.U., NATO.*

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ONLINE PROPAGANDA AND DISINFORMATION IN RUSSIAN UKRAINIAN CONFLICT

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Abstract. *This paper examines propaganda and disinformation in the context of the Russian-Ukrainian conflict, paying particular attention to the role that social media and the internet played between March 2022 and March 2023. Both sides in the conflict used the online environment to shape public perceptions: Russia, through an intense disinformation campaign, and Ukraine, by attracting international support. Social media platforms have implemented measures to counter Russian disinformation, raising questions about information control and potential consequences for freedom of expression. Disinformation has had a significant impact on public trust in different types of media, with a trend of increasing trust in traditional (audiovisual) sources and decreasing trust in digital platforms. Russian tactics such as the use of "troll factories" and fake social media accounts have been key elements in this campaign. The importance of this topic is that it illustrates the critical dimension of information warfare in modern conflicts, where the manipulation of public perceptions can influence not only international support but also the legitimacy of the governments involved.*

Keywords: *Propaganda, Disinformation, Misinformation, Russian-Ukrainian conflict, Social media, Information warfare, Information manipulation, Troll factories*

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THE ROLE OF MULTINATIONAL CORPORATIONS IN INTERNATIONAL RELATIONS

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Abstract. *This research provides an overview of the most important theoretical concepts and practical issues by describing the negotiation process in the contemporary international system with multinational corporations. Through the context, the author also addresses the defining role of multinational corporations in negotiations and their levers of power. The proposed novel element describes the rational bargaining model applied by multinational corporations in the context of international business negotiations, emphasizing also the influence of multinational actors on foreign policy through corridor/informal bargaining (lobbying practice).*

Keywords: *negociation, multinational corporations, international system, international business negociations, lobby.*

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RUSSIA'S CULTURAL DIPLOMACY IN THE CURRENT GEOPOLITICAL CONTEXT

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Abstract. *In the context of geopolitical tensions at the eastern border of the European Union, cultural diplomacy is becoming a symbolic battleground for regional influence, with significant implications for security and stability in the region. The use of this soft power, which complements traditional foreign policy strategies, is aimed at strengthening relations with partner countries, countering negative narratives or attracting/maintaining sympathy with states where the state in question has political, economic, etc. interests.*

The context of the current world order, also generated by recent Russian-Ukrainian relations, is giving rise to numerous debates within international society and academia. Among these, an important aspect is cultural diplomacy's role in the current military conflict context on the EU's eastern border. We are considering the unique way, distinct from the approaches of Western states, of promoting Russia's national interests through cultural diplomacy.

The Kremlin has built a complex apparatus for realizing and disseminating information intended to be brought to the attention of public opinion and authorities in the international arena. These actions integrate actors from different levels and carry out complex influencing activities.

Keywords: *security, cultural diplomacy, world order, war, strategy*

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THE ANALYSIS OF PROTECTING CULTURAL HERITAGE IN ARMED CONFLICTS. CASE OF THE RUSSIAN- UKRAINE WAR

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Abstract. *The current study sought to contribute to the discussions relating to the destruction of cultural heritage in armed conflicts. The relationship between cultural heritage and national identity cannot be separated. The 21st century particularly 2022 has experienced the most violent and radical Russian-Ukraine war from which the spillover effects go beyond geographical borders. The study argues that at the expense of Russia's geopolitical interests, the destruction of cultural heritage is a global protection crisis. By using secondary data sources, this study sought to analyse the challenges of protecting cultural heritage during armed conflicts. The findings present that cultural heritage, both tangible and intangible is an important representation of national identity and promotes cultural diversity. The Russian-Ukraine war has witnessed the destruction of heritage sites, churches and monuments in Ukraine. From a comprehensive point of view, the study presents that regional and international organizations should establish effective efforts and rethinking for the preservation of cultural heritage. The paper argues that technological advancement has also complicated the protection of cultural heritage in global politics thereby threatening the achievement of sustainable development goals.*

Keywords: *cultural heritage, protection, armed conflict*

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DIFFERENCES IN ETHICAL JUDGMENT BASED ON THE PRESENCE OR ABSENCE OF BUDDHIST ALTARS: AN APPLICATION OF THE BENNETT METHOD

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*Takatomo ITOI******

Abstract. *This research analyses ethical judgement processes in Japanese organisations, in relation with the presence or the absence of Buddhist altars within the premises of the firm. While seeking to illustrate the impact of collectivism on organizational behaviour, this research sheds light on culture and the concept of shame in Japanese society, connecting this to the collective nature of people working in Japanese companies and how this specific behaviour evolved into competitive advantage over the years. Nevertheless, in regard to the focal points of employee interest, this research indicated that there was no evidence of collectivism, as it is usually described by Japanese business managers. The findings highlight important and intriguing issues for future research and scientific consideration.*

Keywords: *culture, ethics, values, strategy, business, leadership, japan*

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LA MIGRATION TERMINOLOGIQUE INTERDISCIPLINAIRE DANS LE LANGAGE POLITIQUE CONTEMPORAIN

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Abstract. *The interdisciplinary terminological migration in contemporary political language refers to the dynamic process of linguistic exchange and adaptation across various disciplines within the political realm. This phenomenon reflects the interconnectedness of diverse fields such as sociology, economics, and international relations, where terminology evolves and transcends traditional disciplinary boundaries. The migration underscores the fluidity of language in addressing complex political issues, fostering a shared lexicon that facilitates communication among experts from different backgrounds. This interdisciplinary approach enhances the precision and inclusivity of political discourse, enabling a more comprehensive understanding of contemporary challenges. It also reflects the evolving nature of political thought, as terms from one discipline find resonance and applicability in others, contributing to a richer and more nuanced vocabulary for discussing global issues. In essence, the migration of terminology across disciplines in contemporary political language promotes collaboration, knowledge integration, and a holistic approach to addressing the multifaceted aspects of the modern political landscape.*

Keywords: *migrating concepts, transdisciplinary exchange, internationalization of the lexicon, contemporary political language, terminological migration, interdisciplinary terminology, transfer of concepts.*

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INTERCOMMUNITY DEVELOPMENT ASSOCIATIONS IN ROMANIA. A LOST OPPORTUNITY?²

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Abstract. *The Intercommunity Development Associations (IDA) were introduced in Romania with the purpose of covering the need of local or county territorial administrative units (TAU) to implement common development projects that would benefit the communities of multiple territorial units. The need was especially greater in the case of rural local territorial administrative units, that have a limited financial power, while also being part of a very fragmented administrative level. Thus, the development of larger projects is impossible for some TAUs on their own.*

The objective of this research is to analyse the IDAs created so far in the Bihor County, considering the legislation that made them possible was introduced almost 20 years ago, even if some associations predate this legislation. The purpose is to understand if there are certain aspects that favour their establishment, without focusing on their activity. Through this study, we are putting together a methodology that will be applied to the entire country, to understand whether our findings for the Bihor County can be applied to other counties as well.

Keywords: *Intercommunity Development Associations, Bihor County, Romania,*

² This topic was presented, but not published, at the International Jean Monnet Conference “Mechanisms and Models for Decision-Making at the Local/Regional Level”, Chişinău, Moldova, 19-20 April 2024.

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BRIDGING THE GAP: HUMAN RESOURCE MANAGEMENT STRATEGIES IN ROMANIA'S EVOLVING LABOR MARKET WITHIN THE EUROPEAN UNION FRAMEWORK. STUDY CASE IN BIHOR COUNTY, ROMANIA

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Abstract. *This study examines the role of human resource management (HRM) practices in addressing labor market challenges in Romania, a relatively new member of the European Union (EU). Focusing on Bihor County, the research investigates how Romanian employers adapt their HRM strategies to navigate labor shortages and align with EU competitiveness standards. Through a quantitative analysis of 254 private sector employers, the study explores the interplay between post-communist entrepreneurial culture, evolving HRM practices, and EU-driven economic objectives. Findings reveal a persistent parochial management approach, with employers reluctant to engage professional recruitment services or explore international labor markets. The research identifies a significant mismatch between employer demands and available skills, particularly in vocational and technical fields. While employers recognize the value of workplace training, there is less emphasis on other retention strategies such as competitive compensation or work-life balance initiatives. The study highlights the need for closer collaboration between educational institutions and employers to align training programs with market needs. It also underscores the importance of developing more sophisticated HRM strategies to address ongoing labor shortages and enhance Romania's competitiveness within the EU. This research contributes to the understanding of HRM's role in bridging the gap between Romania's economic potential and its current performance within the EU framework.*

Keywords: *European Union, Romanian Labor Market, Post-communist Entrepreneurial Culture, Human Resource Strategies.*

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IN-HOUSE SHRINES IN JAPANESE CORPORATIONS AND THEIR BACKGROUND

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Abstract. *This paper illustrates the tradition of displaying an in-house shrine (kamidana) at Japanese organizations, focusing on the roles of spirituality and purpose in Japanese traditional organizations. The paper further describes how Japanese organizations and employees value tradition, spiritual connections with their legacy business while trying to innovate on products and services, transform business models, operations and revamp strategy.*

Keywords: *Innovation, Organization, Culture, Purpose, Sustainability, Strategy, Management, Japan*

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DEVELOPMENTS IN BORDER AND MIGRATION MANAGEMENT IN THE SOUTH EAST EUROPEAN REGION

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Abstract. *The European Union's South Eastern border region, and bordering countries are representing a so-called epicenter of the migration process. Basically, it is one of the main migration routes, also called the Western Balkan track, used by thousands of migrants and refugees on their way to the EU member states.*

Managing migration in the EU and in the neighboring countries is a social and economic investment that enables societies to strengthen their cohesion and resilience and become more prosperous. It can be considered also a societal process in which the responsibility does not rest with a specific group, but with several.

The increased and more complex mixed migration movements from recent years have placed additional pressure on the already strained capacities of the authorities dealing with migration management. This extra pressure led to difficulties in terms of effectively manage the borders and address arising border security issues.

The study aims to realize an inventory of the measures, proposals and activities which had an impact on transnational institution building which focuses on migration and border management.

Keywords: *border, migration, management, civil society, Western Balkans*

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BETWEEN WAR AND PEACE

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Book review of Mircea MALIȚA, *Între război și pace (Between war and peace)*.
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Keywords: *diplomacy, conflicts, actors, international system.*

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GUIDE FOR DEVELOPMENT OF INTERNATIONAL COOPERATION THE CASE OF BIHOR COUNTY

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Review of: Mircea Brie, Mirela Mărcuț, Istvan Polgar *Guide for development of international cooperation. The case of Bihor County*, Debrecen University Press, Editura Universității din Oradea, 2023, 281p, ISBN 978-063-490-527-1, ISBN 978-606-10-2261-8

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MANAGING THE EUROPEAN FUNDS AND INTERNATIONAL PROJECTS. INTRODUCTIVE GUIDING LINES

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