

**CIVICA HONOURS 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 honours 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 Honours Seminar at SNSPA is an intensive and thought-provoking journey through the convergence of strategic management, sustainability, and digital transformation. 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 Romania's most iconic and controversial landmarks. As the largest administrative building in Europe and the second-largest in the world, it symbolizes political power and architectural grandeur. Built during communism, the structure reflects an ambitious vision and a complex history of centralization and control. Today, the Palace is the home of Romania's Parliament, housing the Chamber of Deputies, the Senate, and key governmental institutions. During the visit, participants will learn how digitalization transforms legislative processes, public administration, and political decision-making. Discussions will highlight the challenges and opportunities of implementing AI-driven governance, policy-making transparency, and digital tools' role 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 complex 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. EfDeN has gained international recognition by participating 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 of sustainability. Through education and advocacy, the team of EfDeN 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 will focus on sustainable innovation, the influence of AI, and stakeholder participation in transformation processes. The lecture and discussion with guest speakers will focus on

communicating organizational transformation. The day will close 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
<b>23.06.2025</b> SNSPA, room 419	14.30. Arrival at SNSPA, bd. Expoziției 30A, sector 1, Bucharest <b>14.55 – 15.25 Introduction to the seminar (knowing each other, structure, evaluation)</b> <b>15.30 – 17.00 Introduction to strategic management: the role of sustainability and digitalization in organizational strategy</b> 17.00 -17.15 Coffee break <b>17.15 – 18.30 Challenges and opportunities in integrating sustainability and digitalization into organizational strategy</b> 18.30-19.30. Welcome dinner	Prof. <a href="#">Florina Pinzaru</a>
<b>24.06.2025</b> SNSPA, room 419 & field trip	8.45. Transfer from the hotel to SNSPA <b>09.40 – 11.00. Understanding organizational digitalization: the clash between existing business models and new digitally enhanced/managed ones. Digital champions.</b> <b>11.00 - 11.45 Leadership and decision-making in the AI era, first part</b> 11.45 – 12.00. Coffee break <b>12.00 – 12.45 Leadership and decision-making in the AI era, second part</b> 13.00 – 14.00. Lunch <b>14.00 – 18.00. Field trip at the Palace of the Parliament (policy making for the new era shaped by digitalization)</b> 18.30 – 19.30. Dinner	Prof. <a href="#">Florina Pinzaru</a> Assist. Iulian Matache
<b>25.06.2025</b> SNSPA, room 419 & field trip	8.45. Transfer from the hotel to SNSPA <b>10.25 – 11.45. Adopting sustainability in the ESG era</b> 11.45 – 12.00. Coffee break <b>12.00 – 13.30. Purpose-driven leadership and incentive systems</b> 13.30 – 14.15. Lunch <b>14.15 – 16.30. Field trip at the National Stadium / Arena Națională (exploring how sports drive sustainability adoption)</b> 16.30-16.50 Transfer from Arena Națională the National Stadium / Arena Națională to Piața Obor <b>16.50 – 17.45. Field trip at Piața Obor (exploring authenticity and sustainability in local markets for innovative perspectives)</b> 17.45 – Transfer from Piața Obor to SNSPA 18.30-19.30 Dinner	Prof. <a href="#">Alexandra Zbucnea</a> Prof. <a href="#">Florina Pinzaru</a> Assist. Iulian Matache

26.06.2025 SNSPA, room 419 & field trip	08.45. <i>Transfer from the hotel to SNSPA</i> <b>10.20 – 11.45. Creating value in the new complex ecosystem</b> <i>11.45 – 12.00. Coffee break</i> <b>12.00 – 13.30. Leading the organizational ecosystem change</b> <i>13.30 – 14.00. Lunch</i> <i>14.0 – 14.30. Transfer to EfDeN</i> <b>14.30 – 18.00. Field trip at EfDeN (exploring how to build sustainable cities and change legislation)</b> <i>18.00 – 18.30. Transfer from EfDeN to SNSPA</i> <i>18.30 - 19.30. Dinner</i>	Prof. <a href="#">Florina Pinzaru</a> Host at EFDeN: associate <a href="#">Claudiu Butacu</a> Assist. Iulian Matache
27.06.2025 SNSPA, room 419	08.45. <i>Transfer from the hotel to SNSPA</i> <b>10.20 – 11.45. Sustainable innovations through digital instruments and the impact of AI</b> <i>11.45 – 12.00. Coffee break</i> <b>12.00 – 13.30. Communicating transformation: engaging and aligning stakeholders for impact</b> <i>13.30 – 14.30. Lunch</i> <b>14.30 – 18.30. Teamwork on assignment</b> <i>18.30 - 19.30. Dinner</i>	<a href="#">Prof. Florina Pinzaru</a> Asist. Valentin Stoica Assist. Iulian Matache
28.06.2025 SNSPA, room 419	08.45. <i>Transfer from the hotel to SNSPA</i> 10.30 – 12.30. Teams' presentations 12.30 – 13.00. Wrap-up 13.30 – 14.30. <i>Lunch and students' departure</i>	Prof. <a href="#">Alexandra Zbucnea</a> <a href="#">Prof. Florina Pinzaru</a> 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.

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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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finance and sustainability, 339.

Śledziwska, 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.