

Monica Aniela Zaharie

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My research interests are in the areas of Human Resource Management and Organizational Behaviour, with a focus on HRM practices in the CEE. My emerging research interests include critical studies of talent management in the CEE, elderly unemployed, and the impact of monitoring technology on individuals' wellbeing.

WORK EXPERIENCE

- 2014-present **Associate professor PhD and Coordinator of the Alumni Office, FSEGA**
Faculty of Economics and Business Administration, Babeş-Bolyai University
- Teaching: *HRM, Entrepreneurship, Labor Management, Business Psychology, Career Management*
 - Research: active leadership and team member of international research projects on HRM in a comparative context
 - Organization of events: academic conferences, events for students - employer open days, career days, summer schools, career workshops
 - Member of CEEIRT international research group

RELEVANT PUBLICATIONS

1. Mostafa, A., Farley, S., **Zaharie, M.**, in press, Examining the Boundaries of Ethical Leadership: The Harmful Effect of Co-Worker Social Undermining on Disengagement and Employee Attitudes, *Journal of Business Ethics*
2. **Zaharie, M.**, Poor, J, Osoian, C, Ratiu, P, 2019, International assignments, human capital resources, and MNC subsidiary performance in CEE countries, *Multinational Business Review*, 28(1), 65-85
3. Engle, A., **Zaharie, M.**, Kerekes, K., Poor, J., 2020, Who is in Charge Here? Evidence of the Division of Roles between Global and Local HR Managers in MNEs Operating in the CEE Region, *Journal of East and West Studies*, 26(1), 81-107
4. Poor, J., **Zaharie, M.** et al, 2020, Multinationals and the evolving contours of their human resource management practices in central and eastern Europe and the former Soviet Union, *Employee Relations*, DOI: 10.1108/ER-01-2019-0082
5. **Zaharie, M.**, Seber, M., 2018, Are non-monetary rewards effective in attracting peer reviewers? A natural experiment, *Scientometrics*, 117(3), 1587–1609
6. **Zaharie, M.**, Osoian, C., 2016, Peer Review Motivation Frames: A Qualitative Approach, *European Management Journal*, 34(1), 69-79
7. Poor, J, **Zaharie** et al, 2016, Evaluation of ethical position in eight CEE countries and Finland – results of an empirical research, *Journal of Eastern European and Central Asian Research (JEECAR)*
8. Poor, J, **Zaharie** et al, 2015, Idealism and relativism in ethics: the results of empirical research in seven CEE countries and one N-European country, *Journal of Eastern European Management*, 20(4), 484-505
9. Osoian, C., **Zaharie M.**, 2014, Recruitment for competencies in public and private sectors, *Transylvanian review of administrative sciences*, 41E , p. 129-145
10. Tudor, **Zaharie**, Osoian, 2014, Innovation development needs in manuf. companies, *Procedia Technol.* 12,505-510
11. Deaconu, Osoian, **Zaharie**, Achim, 2014, Competencies in higher education system: an empirical analysis of employers' perceptions, *Amfiteatru Economic*, 16 (37), 857-873
12. Osoian, C., **Zaharie, M.**, Lazar I, Does ownership matter? Employee selection practices in private and public sectors, *Transylvanian Review of Administrative Sciences*, 2011, 33E, p. 218-232

Google Scholar profile

https://scholar.google.com/citations?hl=en&user=93sGtPwAAAAJ&view_op=list_works&sortby=pubdate

Other publications

13. Zaharie M., Osoian C., 2013, Job Recruitment And Selection Practices In Small And Medium Organisations, *Studia Oeconomica*, 58, P. 86-94
14. Zaharie M, Osoian C, Opre A, 2011, Graduate Recruitment and Selection – A Linkage Between Labor Market and Higher Education, *Internat. Journal of Social Science and Humanity*, 1(3) p. 229-234
15. Zaharie, M., Osoian, C., Opre, O., 2011, *Developing, Screening or Signalling Human Capital?* Proceedings of the 7th European Conference on Management Leadership and Governance, Editor Charles Despres, SKEMA Business School, Sophia-Antipolis, France.
16. Zaharie, M., Osoian, C., Ciumas, C., Opre, A., 2011, Employers' hiring behaviors in a developing country – input for enhancing the quality of higher education, 2nd International Conference on Education and Management Technology, *IPCSIT vol. 13*, IACSIT Press, Singapore, p. 270-274.
17. Zaharie, M., Osoian, C., Opre, A., 2011, Can we rely on education? an approach on graduates' employment for improving university quality, Proceedings of EDULEARN11, International Association of Technology, Education and Development,

- Barcelona, Spain, p. 6801-6811.
18. Opre, A., Opre, D., Zaharie, M., 2011, Personality traits, reflexivity and emotional control in university teaching, Proceedings of EDULEARN11, International Association of Technology, Education and Development, Barcelona, Spain, p. 4830-4835.
 19. Osoian, C., Zaharie, M. 2011, The dynamics of the labor market occupational structure and graduate jobs in a developing country, Managerial Challenges of the Contemporary Society, no 2, Risoprint, pp.204-210.
 20. Osoian, C., Zaharie, M., Miron, A., 2011, Career management tools: curriculum vitae design, Managerial Challenges of the Contemporary Society, no 2, Risoprint, pp 210-214.
 21. Osoian C., Zaharie, M., Nistor, R., 2010, Qualitative and Quantitative Analysis of the Employers' View upon Quality of Education, Proceedings 9th European Conf on Research Methodology for Business and Manag. Studies, IE Business School, p. 409-415.
 22. Osoian, C., Zaharie, M., 2009, The value of the credentials and educational quality on the labor market, Proceedings 22nd CHER Annual Conference at Serralves Foundation.
 23. Osoian, C., Zaharie, M., 2009 – Organizational changes in human resource management in a developing country, Proceedings of 6th International Conference Management of Technological Changes, Democritus University of Thrace.
 24. Osoian C., Zaharie M., Marcus A., 2009, Student Satisfaction as a Quality Management Technique in Higher Education, International Association of Computer Science and Information Technology, p. 388-392.
 25. Osoian, C., Lazăr, I, Gavrea, C., Zaharie, M. și (2008). Determinants of savings in transition economies. Transylvanian Review of Administrative Sciences, 23E, 90-99.
 26. Osoian, C., Lazăr, I, Zaharie, M, și Gavrea, C. (2008). Diagnoza nevoilor de dezvoltare profesională a personalului din instituțiile publice, Revista Română de Științe Administrative, 21, 19-27.
 27. Osoian, C., Zaharie, M., Stegorean, 2008, Overcoming barriers to employment for visual impaired persons in the Romanian labor market, Studia Universitatis Babeș Bolyai – Oeconomica, issue 1, 34-44.
 28. Opre A., Zaharie, M., Opre D., 2008, Faculty Development: Teaching Staff Needs, Knowledge And Priorities, in Cognition, Brain, Behavior, Vol. XII, No. 1, 491 – 506.

Books and book chapters (selection)

1. Scullion, H., Mulholland, M., Zaharie, M (2020) Global Talent Management in J.Osland (ed) Handbook of Cross Cultural Management. London: Sage Publications.
2. Krishnan, T.N, Scullion, H., Zaharie, M (2020) Talent Management in SME organizations. in I.Tarique (ed) Handbook of Talent Management, London: Routledge.
3. Agnieszka Skuza, Hugh Scullion, Monica Zaharie, 2021, Talent Management: Contemporary Issues, Chapter in A. Wilkinson, T. Dundon and T. Redman (2021) Contemporary Human Resource Management. Pearson: London.
4. Zaharie, M, 2014, Relatia dintre educatie si piata muncii - Repere pentru Calitatea IS, Ed. Risoprint
5. Osoian, C., Zaharie, M., 2012, Ocuparea fortei de munca cu studii superioare - ghid orientare in cariera, Ed. Accent
6. Ciomas, C., Dominic, C., Dumitrascu, A., Filip, A., Ionita, A., Zaharie, M., 2011, Convergența pregătirii universitare cu viața activă (Ghid de bune practici), Casa Cărții de Știință, Cluj Napoca.
7. Osoian, C., Zaharie, M., 2008, Managementul Muncii, editura Risoprint, Cluj Napoca
8. Poor, J, Zaharie et al, 2017, Emberi erőforras menedzsment kulfoldi tulajdonu cegekk helyi leanyvallalatainal Kozep es Kelet Europaban, ed. University of Pecs
9. Petrescu, Zaharie et al, 2015, Contribuții la conturarea unui model romanesc de management, Ed. Expert
10. Maxim, E (coord), 2013, Roman, T, Jijie, T, Sasu, C, Ilies, L, Zaharie, M, Miron D, Ianole, R, Purcarea, I, Dinescu, R, Studiu privind cerintele stakeholderilor, Ed. Sedcom Libris, Iasi
11. Gherghin, Szabo, Zaharie, Mărcuș, 2009, Ghidul competitivității și calității, Presa Universitară Clujeană

INTERNATIONAL CONFERENCE PRESENTATIONS (refereed papers)

- 2019 - HRM practices in place: impact on organizational outcomes, 11th Biennial Conference of the Dutch HRM Network, Tilburg University, Tilburg, The Netherlands
- 2019 - Expatriate staffing, org. characteristics and MNC subsidiary perform, EURAM, Lisbon, Portugal
- 2019 - Expired workers: employment barriers of the elderly unemployed, EAWOP, Torino, Italy
- 2018 - Expatriation in CEE countries, IHRM Conference, Madrid, Spain
- 2018 - HRM and learning organisations: a comparison between public and private sectors in a post-communist country, 15th Workshop on Research Advances in OB and HRM, Paris, France
- 2018 - Do distances matter? Expatriate and inpatriate in CEE countries, JWB workshop, University of Essex, UK
- 2017 - An integrative approach on unemployment and wellbeing, British Academy of Management Conference, Warwick Business School, UK
- 2012 - Stakeholders' perspectives on higher education quality: divergent expectations or partnership for development?, International Conference Knowledge Globalization, Suffolk University, Boston, USA.
- 2012 - Entrepreneurship, family firms and economic development, Cracow, Poland
- 2011 - Invited key speaker at the conference Enhancing human resource development through excellence in education,

Christ University, Bangalore, India (videoconference system presentation)

2011 - Employers' hiring behaviours in a developing country – input for enhancing the quality of higher education, 2nd International Conference on Education and Management Tech., Shanghai, China

2011 - Can we rely on education? an approach on graduates' employment for improving university quality, EDULEARN11 Conference, Barcelona, Spain (also chair for the conference session)

2010 – Qualitative and Quantitative Analysis of the Employers' View upon Quality of Education, 9th European Conference on Research Methodology for Business and Management Studies, Madrid, Spain (also chair for the conference session)

2009 – Integrating the student feedback in the faculty quality management, Fourth European Quality Assurance Forum, Copenhagen, Denmark

2009 – The value of the credentials and educational quality on the labor market, 22nd CHER Annual Conference at Serralves Foundation, Porto, Portugal

2009 - Organizational changes in human resource management in a developing country, at 6th International Conference Management Of Technological Changes, Greece.

2008 - Aiming university excellence through teaching skills development to the 21th CHER Conference - Excellence and diversity in Higher Education, Pavia, Italy

2008 - Quality assurance through student satisfaction surveys and orientation towards labour market, International Conference Quality Assurance in Youth Career Consultancy, Sofia, Bulgaria

2007 - Discrimination in the job selection process – A case study at the International Conference Competitiveness and European Integration, Cluj Napoca

2007 - What employers expect from quality assurance in Higher Education to the Conference Higher Education that matters, Sinaia

2007 - Diagnosis of the Human Resources Professional Development Needs at the International Conference Requirements, Chances, Challenges, Cluj Napoca

TEACHING ACHIEVEMENTS

Professor of the Year (2010-2019) – Elected eight times by the cohorts of graduating students in Management English line as the professor of the year. A key part of my role in teaching included the design and development of successful new programmes, e.g Career Management, where my research is integrated into teaching activities

DISTINCTIONS

- 2016 – *Excellence in Teaching Prize*, FSEGA, Babes-Bolyai University
- 2015 – *Excellence in Scientific Research Prize*, FSEGA, Babes-Bolyai University
- 2012 – *Junior Professorship Award*, granted by the national Association of Economists in Romania
- 2011 – *Excellent Paper Award*, at the 2nd International Conference on Education and Management Technology, Shanghai, China
- 2007 – *Excellent Concept Paper*, at the 13th CEI International Summer School of Cervia, Bologna University, Cervia , Italy (The Best Essay Award, 2nd Place)
- 2010, 2011 – *Management performance in technical administration Award*, Babes-Bolyai University
- 2009 – *Management performance in technical administration Award*, Babes-Bolyai University
- 2008 - *Performance in technical administration Award*, Babes-Bolyai University
- 2005 - Third Prize at the Psychological Student Conference, Cluj Napoca
- 2004 - Ion Aluauş Award, Faculty of Sociology And Social Work, Babes-Bolyai University

VISITING SCHOLAR

- 2019 – Visiting scholar, University of Leeds, Leeds, UK
- 2019 – Visiting scholar, Ambedakar University, Delhi, India
- 2019 - Visiting scholar, CEEPUS Varna University of Economics, Bulgaria
- 2018 – Visiting scholar, Erasmus, Beijing Institute of Technology, Beijing, China
- 2017 – Visiting scholar, Erasmus, University of Hull, UK
- 2017 – International week, John Moores University, Liverpool, UK
- 2016 – Visiting scholar, Erasmus, Windesheim University of Applied Sciences, Zwolle, The Netherlands
- 2012 – Visiting scholar, Plymouth State University, USA
- 2012 - Visiting scholar, CEEPUS University of Economics in Katowice, Poland
- 2007-2009 - PhD research scholarship, CNCSIS (BD)
- 2007 - Grundtvig individual scholarship - European Project Planning (Florence, Italy)
- 2007 – Scholarship for 13th CEI International Summer School of Cervia, Bologna University (Cervia, Italy)
- 2006 - Scholarship for participating at the National Workshop „Project management” (InWent)
- 2006 – Scholarship for participating to the GSK Business Summer School (Brasov)

EDUCATION AND TRAINING

- 2007-2011 Faculty of Economics and Business Administration, „Babeş-Bolyai” University
PhD in Management
- 2008-2012 Faculty of Economics and Business Administration, „Babeş-Bolyai” University
Bachelor Degree in Economics
- 2005-2006 Faculty of European Studies, „Babeş-Bolyai” University, Cluj-Napoca
Master Program– Gender studies: Nationalism, Ethnic relations, Gender theories
- 2001-2006 Faculty of Psychology and Educational Sciences, „Babeş-Bolyai” University, Cluj-Napoca
Bachelor Degree in Psychology
- 2000-2004 Faculty of Sociology and Social Work, „Babeş-Bolyai” University, Cluj-Napoca
Bachelor Degree in Sociology
- 2020 **Entrepreneurial Mindshift for Educators Program**, Babson College Academy, USA
- 2015 **Certificate of Vocational counsellor**, issued by Consult Plus SRL
- 2013 **Certificate of Entrepreneurial skills**, issued by SNSPA
- 2011 **Certificate of Human Resource Inspector**, issued by Performed S.R.L.
- 2010 **Certificate of Human Resource Manager**, issued by IC Consulting
- 2010 **Certificate of Quality Specialist**, issued by TQA
- 2009 **Certificate of Train the Trainers**, issued by Codecs
- 2008 **Certificate of Project Manager**, issued by OK Service Corporation
- 2005 **Certificate of Quality Assurance Auditor**, issued by S.C. Floyd S.R.L.

Editorial Boards

- 2012-present - Associate Editor of the journal Studia Universitatis Babeş-Bolyai Oeconomica
- 2009-present - Member of the advisory board of the conferences Managerial Challenges of the Contemporary Society and ECMLG
- Reviewer for journals and projects: Scientometrics, Management Review, British Academy of Management, European Academy of Management Conferences; project evaluator

Research areas

- Key elements of my research leadership role involve developing a new research strategy, shifting the focus from HRM to Talent Management in the CEE, approaching a multi-disciplinary research and co-ordinating HR research across the Business School.
- Research Mentoring is a key part of my role and involves supporting colleagues through providing feedback on draft articles and providing advice on potential research outlets.
- Member of new research teams involving international research collaboration with leading researchers in the HR and Talent Management areas (e.g Hull University). My research crosses disciplinary boundaries and has developed into emerging areas of inquiry such as Talent Management in SMEs and entrepreneurship. These niche areas of research will contribute to broadening the scope of the field and to engaging with other disciplines.
- Research Plans: my research agenda involves distinctive empirical approaches which examine directly the individuals' wellbeing, the impact of the SHRM practices and entrepreneurship. My pioneering research explores emerging fields of inquiry in niche research areas and draws on critical perspectives, which challenge the orthodox approaches, highlighting the need to balance individual and organisational needs. The international research collaboration and my competencies in this area contribute to advancing the strategic internationalisation agenda of my university.

PROJECTS

Partner leader and team member in the following national and international projects:

2019-2020 BUT InterAcademic Partnership - **Partner Leader**, Białystok University of Technology, Poland

2018-2019 Leadership for mid level managers - **Partner Leader**, Erasmus

2016-2017 Impact of the external motivating factors on the review behaviour, **Principal Investigator**, Babeş-Bolyai University, 3182/4/2016

2019-2022 Researcher, future entrepreneur – new generation, **Lecturer on entrepreneurship** for PhD students, POCU 123793

2019-2022 Entrepreneur UBB, POCU 124662 - **Coordinator of Entrepreneurship counselling** for students

2016 - 2018 PEERE New frontiers of peer review, COST Action, **Member of the National Committee**

2014 - 2015 Career development through counselling and training of the highly skilled labor force – Training Manager, Babeş-Bolyai University. Financed by AM (POSDRU/132/5.1/G/135285)

2010 - 2012 Window towards employment of graduate labor force – **Project Manager**, Babeş-Bolyai University, POSDRU/104/5.1/G/78225

2009 - 2011 University Teaching Expertise: Paradigmatic and Conceptual Changes – Member of the research team, Faculty of Psychology and Education Sciences, Babeş-Bolyai University, CNCSIS IDEI

2013-2014 ADAPtation of trainings based up on the Finnish Workplace Development Programme (TYKES), Leonardo da Vinci Innovation Transfer Project - 2012-1-HU1-LEO05-05847 (project member)

2015-2018 TRaining for Unique Skills and Techniques for Mentoring, 2015-1-HU01-KA202-013535

2015-2017 Training on Corporate Innovation Management System for Competitiveness, Erasmus+ (member)

2009- 2011 Quality assurance of university education through training of the human resources and orientation towards labor market – **Project Manager**, Babeş-Bolyai University, POSDRU/18/1.2/G/5593

2008 – 2011 Convergence of University Education with Active Live - **Member of the management team**, Babeş-Bolyai University, financed by AM (POSDRU/7/2.1/S/1)

2006-2008 – Quality Assurance of Teaching in Romanian Universities - Member of the research team, with responsibilities in the design and implementation of the methodology of the research and data analysis. Financed by CNCSIS

2005-2007 – Competitiveness and performance in university teaching – Member of the research team, Faculty of Psychology and Education Sciences, BBU. Financed by BBU

2005-2008 – Systems of Collaborative Assisted Decisions in Academic Environment - Member of the research team, Faculty of Economics and Business Administration, BBU. Financed by BBU

SUMMER SCHOOLS

2010 - Participation to the 3rd International Bamberg Summer School in Empirical Education Research, Bamberg, Germany

2010 – Participation to the workshop Open Educational Resources International Showcase, London, UK

Administrative

Coordinator of a wide range of administrative initiatives including Alumni office, Students Career Office, stakeholders' satisfaction surveys, student employment, students' ratings of instructions, institutional projects.

Events organized

- Responsible for effectively organising a range of events which enhance the stature of the business school and the university.
- Leadership role in organising the annual conference Managerial Challenges of the Contemporary Society. During the period 2008 -2015 the performance of the conference improved consistently, as evidenced by growing number of international participants and increased quality of papers.
- Organizer of the conferences University of Excellence. Teaching, Learning, Research and Community Services (2010), Academic Cooperation and Competitiveness (2009), the summer school Teaching Expertise in Higher Education (2007), the workshop Excellence in teaching (2007)

Plans

To develop strong international links through regular participation in international academic events, which is a reflection of my commitment to internationalisation.