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Section II.

Challenges of Interdisciplinary Approach in Administrative Sciences in the 21st Century

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Online on Zoom

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! Each paper will be presented within 15 minutes

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SCIENTIFIC PAPERS

AT WHAT COST? OFFSHORING IMPLICATIONS FOR LABOR AND MIGRATION IN MOROCCO AND TUNISIA, 2010–2024

PhD. student Amira NAMOUCHI

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Abstract

This paper examines the impact of offshoring in information and communication services on employment and migration in Tunisia and Morocco, two increasingly integrated economies into global production networks. The objective is to assess whether offshoring contributes meaningfully to job creation and influences migration trends in both countries. Using a mixed-methods approach, the study combines empirical analysis of sectoral employment and net migration data with a review of national policies and structural labor market characteristics. The findings reveal that while offshoring has led to some increase in service sector employment, its overall impact on total employment remains limited due to persistent structural constraints and limited integration into knowledge-intensive sectors. Moreover, no significant impact was found on migration rates, due to structural factors such as human development, irregular migration and state policies that actively promote emigration as a means of development. The findings imply that for offshoring to become a more effective lever of development, Tunisia and Morocco must implement policies that foster higher-value employment, invest in skills training, and create more balanced incentives between offshore and onshore investment regimes.

WHEN THE CONSTITUTIONAL COURT STEPS IN: RETHINKING CONSTITUTIONALISM THROUGH JUDICIAL ACTIVISM (CASE STUDY OF REPUBLIC OF NORTH MACEDONIA)

Professor Jelena HRISTOVSKA

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Abstract

Constitutional activism has played a significant role in advancing the interpretation and evolution of law. However, when judges begin to believe they can address all societal issues by stepping into legislative and executive roles—often due to a perception that these branches have failed in their duties—numerous challenges inevitably emerge. This paper examines the dynamic interplay between constitutional (judicial) activism and constitutionalism, analyzing how constitutional courts navigate their role within modern constitutional democracies. The focus is placed on the mechanisms and instruments that fuel judicial activism within the legal framework of the Republic of North Macedonia. The paper explores several key dilemmas: Do the mechanisms embedded within the legal norms governing the Constitutional Court allow space for the emergence of a so-called "pathology of the system" pro futuro? Should we anticipate that the "weakest" branch within the separation of powers, as envisioned by Montesquieu, could evolve into the strongest one? And is the system adequately prepared and equipped with safeguards to prevent such an outcome? Through an analysis of these instruments, the paper aims to provide insights into the evolving role of the Constitutional Court of the Republic of North Macedonia in either reinforcing or challenging the foundational structures of governance.

**EXAMINING THE INTERWEAVING OF HUMAN RIGHTS AND THE RULE
OF LAW IN POST-CONFLICT KOSOVO**

Associate professor Muharem FAIKU
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Abstract

In the wake of conflict, establishing strong frameworks for human rights and the rule of law becomes paramount for peace and sustainable development. This paper delves into the complex interweaving of human rights and the rule of law in post-conflict Kosovo, elucidating the challenges, achievements, and ongoing efforts in this evolving landscape. Drawing on a comprehensive review of the academic literature, legal documents, and empirical data, the analysis navigates the multifaceted dimensions of human rights promotion and the establishment of the rule of law in Kosovo. It examines the impact of international intervention, institutional reforms, and societal dynamics in shaping legal and human rights frameworks. Furthermore, the paper explores key thematic areas including transitional justice mechanisms, protection of minority rights, gender equality and the fight against corruption, providing critical insights into the complexities and nuances of post-conflict state-building. By shedding light on successes and ongoing challenges, this research contributes to a deeper understanding of the interplay between human rights and the rule of law in Kosovo's transition towards a more inclusive, democratic and rights-respecting society. Based on the importance and implementation of human rights by society, I have taken up the topic in question, which I will discuss in the content of this paper.

**BETWEEN THE ENGLISH NATIONAL IDENTITY AND THE COOPERATION
OF THE EUROPEAN UNION**

Master's student Andra IACOB
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Abstract

The United Kingdom of Great Britain and Northern Ireland during the years 1973-2020, was a member state of the European Union and due to the significant number of international students who entered the British education system, an important economic and cultural benefit was created for Britain. The financial contribution from United Kingdom was important for the European Union budget. Due to the fact that the allocation of the European Union's structural funds to the Member States was made on the basis of eligibility criteria established at the level of the entire community body, the relationship between the United Kingdom and the European Union has unraveled in recent times and the exit from the community has come as a result of internal political debates and a complex combination of factors such as: migration, confession of money to the member states. Once the United Kingdom left the European area, new challenges were created in several areas such as the education system and on the budget. For this reason, to overcome this challenge, a series of cooperation agreements have been created in this field, with the aim of maintaining an academic link.

**THE IMPACT OF ARTIFICIAL INTELLIGENCE ON THE LEGISLATIVE PROCESS FROM
A NATIONAL AND EUROPEAN PERSPECTIVE**

Associate professor Cornelia Beatrice Gabriela DINU
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Abstract

This study analyzes the role of artificial intelligence (AI) in modernizing the legislative process in Romania, other European states, and at the European Union level. The main objectives include assessing how AI can enhance the drafting and analysis of normative acts, improve decision-making, and support legislative harmonization across Europe. The methodology is based on a comparative analysis of AI use in legislative systems in Romania, France, and Estonia, case studies on the automation of legislative drafting in the EU, and interviews with experts in the legal and technological fields. The results indicate a gradual

adoption of AI in the European legislative process, with initiatives such as AI4Law in the EU and digital platforms for public consultation. Romania is still in the early stages, with limited use in legislative impact analysis. The main challenges include the lack of specific regulations, transparency risks, and difficulties in integrating AI into the existing legislative infrastructure. The study's implications highlight the need for a coherent legislative strategy for AI integration, the establishment of ethical standards, and a balance between automation and human oversight to ensure legal legitimacy and consistency.

INTEGRATING LARGE-SCALE TECHNICAL SYSTEMS IN THE MANAGEMENT OF CROSS-BORDER POLICE COOPERATION: CHALLENGES AND SOLUTIONS FOR PUBLIC ADMINISTRATION

PhD. Iulian-Marius COMAN

„Alexandru Ioan Cuza” Police Academy, Romania

Abstract

The study entitled "Integrating large-scale technical systems in the management of cross-border police cooperation: challenges and solutions for public administration" aims to analyse how the implementation and use of complex technical systems managed by eu-LISA influences the efficiency of police cooperation between states, highlighting the challenges encountered and possible solutions from the perspective of public administration. The objectives of the study include: • Assessing the impact of the main large-scale technical systems – the Schengen Information System (SIS), the Entry/Exit System (EES) and the European Travel Information and Authorisation System (ETIAS) – on cross-border police cooperation. • Identifying the main administrative and operational challenges in integrating these systems, such as interoperability issues, legislative differences and concerns related to the protection of personal data. • Proposing solutions to optimise the use of these technologies in support of international cooperation, given the delays and technical difficulties reported in their implementation. To achieve these objectives, the research uses a mixed methodology, combining qualitative analysis of relevant European policy documents, case studies and semi-structured interviews with law enforcement and information technology experts. Preliminary results indicate that while the aforementioned advanced technical systems have the potential to improve information exchange and operational efficiency, there are significant obstacles related to interoperability, legislative differences and personal data protection. For example, the implementation of the EES has been postponed several times due to technical issues and concerns about border congestion. The implications of the study highlight the need for a coordinated approach at European level, harmonising legislative frameworks and promoting common standards for the efficient integration of technical systems in cross-border police cooperation.

COMPARATIVE ANALYSIS OF OCCUPATIONAL STANDARDS CASE STUDY: PRISON EDUCATOR

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Abstract

In the contemporary context of modern penitentiary systems, the social reintegration of inmates has become an explicit priority in both penal and social policies worldwide. Beyond traditional detention measures, increasing emphasis is being placed on educational, psychosocial, and vocational interventions aimed at reducing recidivism and facilitating successful re-entry into society. One of the key actors in this process is the prison educator – a profession at the intersection of pedagogy, social work, counseling, and justice. This research presents a comparative analysis of the occupational standards and professional practices of prison educators in Romania, with a focus on international models from the United States, the United Kingdom, Germany and France. The study reveals both the strengths and weaknesses of the Romanian system, highlighting the lack of a specific occupational standard, the insufficiency of continuous professional development programs and the absence of a formal professional framework. By comparing international best practices, the research proposes recommendations for improving the professionalization of this occupation, including the development of a coherent professional code, the establishment of professional associations, and the integration of academic standards with practical training. Furthermore, the research underlines the importance of integrating symbolic, ethical, and social dimensions into the professionalization process,

emphasizing that the recognition of the prison educator's role in reintegration is crucial for ensuring effective rehabilitation. In conclusion, this study advocates for the professionalization of prison educators as a vital component not only for the success of rehabilitation efforts but also for the overall safety and cohesion of society.

MORAL HARASSMENT - LEGAL REGULATION, THEORETICAL AND PRACTICAL ASPECTS

Associate professor Andreea Elena MATIC

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Abstract

In the present paper, we aim to analyze the methods of reducing or even eliminating moral harassment, an objective that has become a true purpose in the contemporary society. In the first part, we will refer to the meaning of the concept of moral harassment, which covers a wide range of offensive, unpleasant and harmful behaviors both at work and in private life. In the second part of the paper, we will present the current legislation in Romania regarding mobbing and the methods of combating all forms of moral harassment. This type of behavior has produced serious situations in the workplace, whether it is public institutions or private organizations, and has generated serious violations of fundamental human rights, violations that lead to the moral, psychological and even physical damage of the victims. We will argue that clear rules are needed, which are to be strictly applied in order to stop these abusive behaviors and misconducts, and the professional environment, the workplace, becomes a safe place: a place where job duties are properly performed, the right to career development, the dignity of the human being, the right to physical and mental integrity and the right to private life are respected for each person.

ARTIFICIAL INTELLIGENCE IN PUBLIC ADMINISTRATION: HUMAN RIGHTS IMPLICATIONS, BENEFITS, CHALLENGES, AND REGULATORY NEEDS

Associate professor Doina POPESCU LJUNGHOLM

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Abstract

In today's digital context, artificial intelligence (AI) has become an essential tool in transforming public administration. This technology promises to streamline government institutions by automating processes, reducing bureaucracy, and improving the quality of public services, thus contributing to more transparent and accessible governance. However, the large-scale application of AI in the public sector raises significant risks, especially concerning the protection of fundamental human rights. This study analyzes the implications of AI use in public administration, with a focus on resulting legal and ethical issues. The methodology is qualitative and based on comparative analysis of international and European legislation, examination of official EU documents, and identification of regulatory gaps. Findings show that while AI enhances efficiency, it also poses challenges related to decision-making transparency, data protection, and algorithmic discrimination. The study's implications emphasize the need for a coherent legal and ethical framework, human oversight, and public policies that ensure citizens' rights are respected in relation to emerging technologies. The paper offers concrete recommendations for the responsible implementation of AI in the public sector, balancing technological innovation with the protection of democratic values.

**DIGITAL TRANSFORMATION OF PUBLIC ADMINISTRATION. CHALLENGES AND
PERSPECTIVES IN ROMANIA AND DENMARK****Lecturer Andreea Nicoleta DRAGOMIR***Faculty of Law, „Lucian Blaga” University of Sibiu, Romania***Master’s degree student Adrian Nicolae VASIU***Faculty of Law, „Lucian Blaga” University of Sibiu, Romania***Abstract**

The paper analyzes the digitalization process of public administration in the European Union, focusing on a detailed comparison between Romania and Denmark. The main objective is to highlight the best practices, challenges, and key factors in implementing digital governance. The study employs a comparative methodology based on the analysis of strategic documents, official reports, and quantitative indicators (DESI index, OECD, and Eurostat reports). The results indicate significant differences between the two countries: Denmark has adopted a coherent and integrated strategy, while Romania faces structural issues and fragmented implementation. The study's implications emphasize the necessity of a clear strategic vision, strengthening system interoperability, and investing in the digital skills of citizens and public officials to accelerate the digital transformation of Romanian public administration.

**PREDICTIVE GOVERNANCE. BALANCING EFFICIENCY AND LIBERTIES IN
AI-DRIVEN BUREAUCRACY****Lecturer Andreea Nicoleta DRAGOMIR***Faculty of Law, „Lucian Blaga” University of Sibiu, Romania***Master’s degree student Ana MORARI (BAYRAKTAR)***Faculty of Law, „Lucian Blaga” University of Sibiu, Romania***Abstract**

This research explores the model of predictive governance and focuses on the introduction of AI within the bureaucratic apparatus to enhance administrative effectiveness. The main objective is to analyze the impact of AI-based decision-making on public administration and the legal concerns it raises regarding civil liberties and democratic accountability. By applying an interdisciplinary methodology, comparative case studies and technological analysis of algorithmic systems, the research identifies the main benefits: automating routine tasks, improving service delivery and data-driven policy making. It also identifies threats: algorithmic opacity, erosion of procedural safeguards, mass surveillance and marginalization of human control. The study concludes that unregulated predictive governance can lead to a techno-bureaucratic style emphasizing efficiency over rights. To prevent this, a balanced system of governance based on transparency and legal accountability is proposed. The implications are twofold: policymakers need to take proactive regulatory measures to control the deployment of artificial intelligence in government, and countries need to ensure that technological progress does not undermine fundamental freedoms.

**COMBATING (CUSTOMS) FRAUD IN A GLOBAL ENVIRONMENT MARKED
BY TARIFF TENSIONS****Professor Florin TUDOR**Faculty of Law and Administrative Sciences
„Dunărea de Jos” University of Galați, Romania**Abstract**

The current tariff policy adopted by the US, with a protectionist approach, generates tensions among trading partners who are forced to react through the specific means recommended by the WTO to reduce the negative effects of unfair competition. To escalate trade conflicts, China, Canada, the EU, and other affected states responded immediately by taking decisions that are to be implemented, imposing similar tariffs on products originating in the US, generating economic uncertainty and a possible impact on supply chains. This ongoing global tariff conflict risks an escalation of smuggling and customs fraud, which tend to become more sophisticated. The central hypothesis of the research focuses on the impact of the measures that the EU is forced to adopt and to what extent they will support public authorities in combating the criminal phenomenon. The research method is based on a mixed methodology, combining quantitative analysis of global economic data and qualitative analysis of international trade policies. The analysis confirmed the formulated hypothesis, demonstrating that the aggressive tariff policy of the US can generate chain reactions that will lead to an erosion of the current framework of multilateral cooperation. This global economic recession requires the European Union to reconceptualize the entire package of normative acts regarding the common commercial policy and combating customs fraud through trade defense measures.

SOCIAL (RE)CONSTRUCTION OF INTERNATIONAL LAW. THE DARK ENLIGHTENMENT**Professor PhD. Habil. Antonio SANDU**

„Ștefan cel Mare” University of Suceava

Abstract

This paper examines the impact of the Dark Enlightenment doctrine on public international law, analyzing its challenge to the post-Westphalian global order. The study employs a social-constructionist perspective to explore how this emerging paradigm contests fundamental principles of international law, including universalism, multilateralism, and human rights. It investigates the ideas of key theorists like Nick Land and Curtis Yarvin, and their critique of liberal democracy and global institutions. The paper discusses the rise of sovereignist movements, deglobalization trends, and their implications for international legal structures. It highlights the tension between national interests and global cooperation, exemplified by recent withdrawals of the USA from international agreements. The research underscores the need for a critical re-evaluation of international law's foundations in light of these challenges. It concludes that balancing sovereignist concerns with effective global governance is crucial for the future of international law and international relationships in an increasingly fragmented world order.

**CHALLENGES OF USING ARTIFICIAL INTELLIGENCE IN PUBLIC SERVICES.
INTERNATIONAL COMPARATIVE PERSPECTIVE AND CRITICAL ANALYSIS OF THE
IMPACT OF THE EMERGENCE OF THIS TECHNOLOGY ON FUNDAMENTAL RIGHTS IN
PUBLIC ADMINISTRATION****Associate professor Carmina-Elena TOLBARU***National University of Science and Technology Politehnica Bucharest,
Pitești University Centre, Romania***Abstract**

The application of technologies based on the use of artificial intelligence in 0 is a topic of intense debate at national and international level, from the perspective of respecting fundamental human rights. In this study, we aim to address how artificial intelligence (AI) influences the functioning of public administration, by identifying the benefits and opportunities offered by this innovative tool, but also the associated risks and challenges. The methodology used is of a doctrinal and analytical type, based on the examination of the existing European and international legislative framework on AI, international documents and specialized literature. From the analysis of the issues and good practices, we identified a series of risks with an impact on the transparency of decisions and on the capacity to assume concrete responsibility. In this context, the need for coherent regulation, effective legal control and, at the same time, decisional transparency in the use of AI is justified.

**AI AND DECISION SUPPORT SYSTEMS IN PUBLIC ADMINISTRATION:
INTERDISCIPLINARY INSIGHTS FROM ROMANIA****PhD. student Monica-Teodora SCĂUNAȘU***National University of Science and Technology Politehnica Bucharest,
University Center of Pitești, Romania***Abstract**

This paper explores the integration of Artificial Intelligence (AI) and Decision Support Systems (DSS) in public administration, proposing a new interdisciplinary framework for algorithm-assisted governance. Through a combination of legal analysis, digital innovation theory, and empirical research, the study examines how AI can improve decision-making quality, procedural transparency, and institutional responsiveness—particularly at the local level. Building on the author's original case study „Eprimăria”, a pilot platform designed for Romanian municipalities, the paper introduces a national-scale concept: AI for Public Administration (AI4PA). This proposed system envisions an interoperable, modular infrastructure aligned with European regulatory standards (such as the AI Act and GDPR), capable of enabling explainable, traceable, and lawful digital decisions. The paper highlights both opportunities and risks, advocating for algorithmic accountability, citizen-centric design, and cross-sector collaboration. Ultimately, it argues that responsible AI implementation can bridge administrative disparities, especially in under-resourced rural areas, and lay the foundation for a resilient and inclusive digital state.

WHITE COLLAR CRIMES**Lecturer Ovidiu Horia MAICAN***Faculty of Law, Bucharest University of Economic Studies, Romania***Abstract**

White-collar crime is not an official legal term, but the word is often used when business people are accused of committing crimes. The term dates back to the 1940s, when the words blue-collar and white-collar were used to distinguish between manual and office workers. White-collar crimes have two basic elements. They are non-violent crimes and result in financial gain for the perpetrator. Most people accused of such crimes are business people, politicians, financial professionals, etc. The phrase originated in the United States of America, where most such crimes are committed. Such crimes are taken very seriously by state and federal courts.