



**Curriculum vitae  
Europass**

**Professional objective** Expert research coordinator with part-time work of 63 hours / month in the project *New tools for the national strategy on continuing education of adults in Romania - Edu-C-Ad*, SIPOCA code 867/136584, according to Appendix no. 1

**Personal information**

Name Novac Carmen

Address

Telephone Mobile: 0723196409, 0742217415

E-mail [carmen\\_novac@hotmail.com](mailto:carmen_novac@hotmail.com), [carmen.novac@comunicare.ro](mailto:carmen.novac@comunicare.ro)

Nationality Romanian

Date of birth 18.01.1956

Sex Female

**Education and  
training**

Period **2006 - 2011**

Qualification / diploma **Doctor in sociology**

Main courses /  
professional skills  
acquired General sociology  
Methods and techniques of research in sociology  
General marketing  
Communication  
Geopolitics  
General management

Name and type of the  
educational institution NUPSPA Bucharest

Period **2004 - 2005**

Qualification / diploma **Human Resources Management / postgraduate studies**

Main courses / professional skills acquired	Current and prospective issues in the management of human resources. Models contrived in human resources management; Strategies and policies in human resources; Position analysis, projection and assessment; Human resources recruitment strategies and policies; Career management; Performance assessment; Compensation management; Conflict management; Stress management; Labour law;
Name and type of the educational institution	The Bucharest University of Economic Studies (ASE București)
Period	<b>1996 - 2001</b>
Qualification / diploma	<b>Doctor in chemical engineering</b>
Main courses / professional skills acquired	Skills in the field of unconventional materials
Name and type of the educational institution	Polytechnic University of Bucharest
Period	<b>1975 - 1980</b>
Qualification / diploma	<b>Degree in chemical technology</b>
Main courses / professional skills acquired	Skills in the field of organic materials technology
Name and type of the educational institution	Polytechnic University of Bucharest / Faculty of Chemical Engineering
<b>Specializations</b>	2000: Human Resources Manager, IRECSON; 2002: Quality system documents, ISEM, European Studies Institute, Management; 2002: Internal auditors training, ISEM, European Studies Institute, Management; 2002: Quality management, ISEM, European Studies Institute, Management; 2004: Seminar "Financial code: issues and perspectives", PEIMINVEST Media Services; 2004: Seminar „Human Resources: professions and occupational standards”, PEIMINVEST Media Services; 2005: Quality Management System, INAQ Consulting; 2005: Internal auditor for quality systems SR EN ISO 9001:2001, INAQ Consulting; 2005: Road to success, Embrace the challenge, Learship Challenge, Together for success, Human Invest; 2006: Strategies for results through people. Performance management, ACHIEVEGLOBAL; 2006: Expert in quality management systems, TUV Rheinland InterCert; 2006: Internal auditor for quality management systems according to ISO 9001:2000, ISO 19011:2002, TUV Rheinland InterCert; 2010: Training the trainers, IRECSON;
<b>Professional experience</b>	
Period	<b>August 2002 - October 2016</b>

Occupation or position held	Human Resources Manager – company with over 950 employees
Main activities and responsibilities	Company organization in terms of human resources (establishing human resources policies, in correlation with the strategy adopted; establishing job descriptions; establishing functioning documents – internal and functioning organization regulations; identification of training needs; human resources performance assessment; establishing specific procedures for the activity of the Human Resources Department)
Name and address of employer	SC AUTO COBALCESCU SRL, București;
Type of business or sector	Automotive
<b>Professional experience</b>	
Period	<b>January 2002 - August 2002</b>
Occupation or position held	Human Resources Manager – company with over 150 employees
Main activities and responsibilities	Company organization in terms of human resources (establishing human resources policies, in correlation with the strategy adopted; establishing job descriptions; establishing functioning documents – internal and functioning organization regulations; identification of training needs; human resources performance assessment)
Name and address of employer	NIKOMAR CONSTRUCT SRL, București
Type of business or sector	Constructions
Period	<b>October 2001 - December 2001</b>
Occupation or position held	General manager
Main activities and responsibilities	Consultancy activities in the field of quality;
Name and address of employer	SC TOTAL QUALITY SA, București
Type of business or sector	Consultancy
Period	<b>December 1999 – September 2001</b>
Occupation or position held	General manager

Main activities and responsibilities	<p>Management of personal recruitment and selection, employees assessment (establishing job descriptions, projection of training stages, analysis of performance standards, identifying change parameters etc.)</p> <p>Identification of training needs, course projection;</p> <p>Course delivery;</p> <p>Training of a sales group;</p> <p>Employees assessment, quarterly and yearly;</p> <p>360° assessment;</p> <p>Interviews with over 1000 applicants for middle management positions, test designing for applicants interviews;</p> <p>Participation in the restructuring of some companies within the holding that established ABC Personal;</p>
Name and address of employer	ABC Personal SRL, București
Type of business or sector	Consultancy on human resources
Period	<b>September 1980 – December 1999</b>
Occupation or position held	Scientific researcher second degree
Main activities and responsibilities	I participated in over 50 scientific papers for internal production processes or for other national or international clients.
Name and address of employer	Metav Bucuresti SA, București
Type of business or sector	Research in the field of aviation materials
Period	<b>2002 – 2012</b>
Occupation or position held	Associated Professor
Period	<b>2012 - present</b>
Occupation or position held	University Lector
Main activities and responsibilities	<p>Design and delivery of original courses in the field of human resources management, to 3rd year undergraduate students and second year master's programs</p> <p>Design of courses for <i>Human Resources Performance Assessment, Job analysis, job and employee performance assessment, Payment</i></p> <p>Course holder for <i>Project Team Management</i> within Project Management Master Studies starting with 2011.</p>
Name and address of employer	NUPSPA Bucharst / Faculty of Communication and Public Relations
Type of business or sector	Higher education
Period	<b>2001 - 2013</b>
Occupation or position held	Trainer for the course of development in human resources management

Main activities and responsibilities	<p>Course delivery:</p> <ul style="list-style-type: none"> <li>◆ <b>Human Resources Managers</b> (courses delivered: JOB ANALYSIS AND ESTABLISHING OF PAYMENT SYSTEMS);</li> <li>◆ <b>Human Resources Analysts</b> (courses delivered: PERSONNEL RECRUITMENT AND SELECTION AND ELABORATION OF MANAGEMENT DOCUMENTS);</li> <li>◆ <b>Sales Manager</b> (written and delivered courses: PERSONNEL RECRUITMENT AND SELECTION);</li> <li>◆ <b>Assistant Managers</b> (written and delivered courses: MANAGEMENT – BETWEEN NECESSITY AND REALITY, ELABORATION OF MANAGEMENT DOCUMENTS, HUMAN RESOURCES MANAGEMENT – GENERAL NOTIONS);</li> </ul>																																	
Name and address of employer	IRECSON, București																																	
Type of business or sector	Adult education																																	
Period	<b>1996 - 2001</b>																																	
Occupation or position held	Associated Professor																																	
Main activities and responsibilities	Course teaching and laboratory supervision																																	
Name and address of employer	Polytechnic University of Bucharest, Faculty of Chemical Engineering, Oxide Materials Department																																	
Type of business or sector	Higher education																																	
<b>Personal skills and competences</b>																																		
Mother tongue(s)	Romanian																																	
Other language(s)	French and English																																	
Self-assessment	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th></th> <th colspan="4">Understanding</th> <th colspan="3">Speaking</th> <th colspan="3">Writing</th> </tr> <tr> <th><i>European Level</i> (*)</th> <th colspan="2">Listening</th> <th colspan="2">Reading</th> <th colspan="2">Spoken interaction</th> <th colspan="2">Spoken production</th> <th colspan="2">Written expression</th> </tr> </thead> <tbody> <tr> <td>English</td> <td>C1</td> <td>Proficient user</td> <td>C1</td> <td>Proficient user</td> <td>B2</td> <td>Independent user</td> <td>B2</td> <td>Independent user</td> <td>B2</td> <td>Independent user</td> </tr> </tbody> </table>		Understanding				Speaking			Writing			<i>European Level</i> (*)	Listening		Reading		Spoken interaction		Spoken production		Written expression		English	C1	Proficient user	C1	Proficient user	B2	Independent user	B2	Independent user	B2	Independent user
	Understanding				Speaking			Writing																										
<i>European Level</i> (*)	Listening		Reading		Spoken interaction		Spoken production		Written expression																									
English	C1	Proficient user	C1	Proficient user	B2	Independent user	B2	Independent user	B2	Independent user																								
	<i>(*) Common European Framework of Reference for Languages</i>																																	
Communication skills	<p>Team spirit acquired while working with the press, as well as the faculty and the Foundation, participation in the elaboration of various programs in cooperation with professors and experts. Communication skills acquired during my stages as a journalist and professor. Adjustment to multicultural environments, acquired while working in a multinational organisation, as well as during collaborations with foreign experts.</p>																																	
Organisational / managerial skills	<p>Leadership and organisational skills, acquired during the management of departments and companies. Project management experience, acquired during working on projects implemented and managed in METAV, starting with 1980. Team management experience, acquired in all my activities.</p>																																	
Computer skills	Very good knowledge of Word; Excel; PowerPoint, Outlook Express, internet.																																	

Driving licence	Driving licence B category
<b>Additional Information</b>	Publishing of university courses and specialized papers in the field of human resources management: according to <b>Appendix 1</b>
<b>Appendix 2 Project expert</b>	<p><b>Project code</b> PHARE/2004/016-772.04.02.03.02.02.(2008) Intarirea capacitatii Ministerului Muncii, Solidaritatii Sociale si Familiei in domeniul asistentei sociale. Responsabil fază : „Elaborarea Fiselor de post pentru Observatorul Social (elaborarea manualului de recrutare necesar posturilor din cadrul Observatorului Social)”</p> <p><b>Project code</b> :PHARE RO 2002/000-586.05.01.01.01. (2005). Programarea si Implementarea Sprijinului de Preaderare pentru Phare CES si Tranzitia la Fondurile Structurale. Responsabil fază : „Instrumentele si tehnicile de analiza si previzionare resurse umane pentru Directia de Politici Regionale din cadrul Ministerului Integrarii Europene”.</p> <p><b>Grant:</b> <i>Eurosfera sub presiune. Criza economica în românia: încadrarea mediatică și percepția socială.</i> (2011-2012).Membru în echipa de proiect.</p> <p><b>Project code:</b> POSDRU/81/3.2/S/59915. (2012). „Formare profesională pentru personalul medical și manageri din domeniul sanitar prin implementarea de noi tehnologii și actualizarea cunoștințelor în domeniul economiei sanitare”. Membru în echipa de lectori ai proiectului.</p> <p><b>Project code:</b> POSDRU/92/3.1/S/61332/2013). „Dezvoltarea competențelor antreprenoriale prin transfer transnațional de bune practici și formare profesională a întreprinzătorilor din România- STEPS”. Membru în echipa de lectori ai proiectului</p> <p><b>Project code:</b> POSDRU/155/1.2/S/136180/2015; „Internaționalizare, echitate și management universitar pentru învățământ universitar de calitate„Membru în echipa de experți ai proiectului</p> <p><b>Project code:</b> Edu-C-Ad-cod 867/136584„Noi instrumente pentru strategia naționala privind educația continua a adulților din România ”. Expert coordonator cercetare activitate A3.1.</p>

Date of completion:  
12.10.2021

Signature of the holder:

## Appendix 1 Research

### A. Doctoral thesis

„Influența globalizării asupra managementului resurselor umane“ (*The influence of globalization on the management of human resources*), SNSPA București (NUPSPA Bucharest), 2011

### B. Books and book chapters published in the last 10 years

1. **Novac, C.** (2011). Influența globalizării asupra managementului resurselor umane, București: Editura Printech.
2. **Novac, C.** (2013). Managementul personalului - între necesitate și realitate. Un ghid teoretic și practic, București: Editura Tritonic.
3. **Novac, C.** (2014). Managementul echipei de proiect. Un ghid teoretic și practic, București: Editura Tritonic.
4. **Novac, C.** (2015). Evaluarea în managementul resurselor umane. Ieri, azi, mâine, București: Editura Tritonic.

5. Cismaru, D.M., Leovaridis, C., Frunzaru, V., **Novac, C.** și Ciochină, R. (2016). Trends and challenges in the learning economy, Londra: Lambert Academic Publishing.
6. Buzea, C., Moașă, H., **Novac, C.**, (2021). Managementul resurselor umane. Teorii în practica profesională. Iași: Editura Institutul European.

**C. ISI/BDI indexed papers published in the last 10 years**

1. **Novac, C.** (2007). Evoluția sistemului de evaluare a performanțelor profesionale, în *Revista română de comunicare și relații publice*, nr.10, pp.243-295.
2. **Novac, C.** (2008). Evoluții în domeniul managementului resurselor umane sub impactul globalizării, în *Revista română de comunicare și relații publice*, nr.12, pp.137-149.
3. **Novac, C.** (2008). The Human Resources Recruitment and Selection Process in the European Institutions 2001-2005, în *Monthly Journal of Management Systems*, nr.93, vol.2, pp.110-116.
4. **Novac, C.** (2009). Human Resources Recruitment and Selection Process in the European Institutions 2001-2005, în *Revista română de comunicare și relații publice*, nr.13, pp.259-274.
5. **Novac, C.**, Bratanov, C.I. (2014). The Impact of the Leadership Style on the Organizational Climate in a Public Entity, în *Management Dynamics in the Knowledge Economy*, nr.1, vol.2, pp.155-180.
6. **Novac, C.**, Ciochină, R. (2016). STRATEGIC HUMAN RESOURCES MANAGEMENT IN THE ROMANIAN ORGANIZATIONS, în *Cross-Cultural Management Journal*, nr.18, vol.10, pp.107-113.
7. **Novac, C.**, Ciochină, R. (2016). The Paradigm Shift in Strategic Human Resources. Research in the Case of Romanian Organizations, în *Management Dynamics in the Knowledge Economy*, nr.4, vol.4, pp.535-551.

**D. Papers published in the last 10 years in journals and conference volumes with references (not indexed)**

**- Journals**

- 1.**Novac, C.** (2008). The Human Resources Recruitment and Selection Process in the European Institutions, 2001-2005, în *Proceedings of the International Conference QIEI 2008*, ASE Bucuresti, pp.256-282.
- 2.**Novac, C.** (2008). Les provocations de la globalisation et le role des ressources humaines. Vers ou on se dirige?, în *Proceedings of the International Conference Education, Research and Innovation*, SNSPA Bucuresti, Comunicare.ro.
- 3.**Novac, C.** (2009). How Can We Motivate People During Crisis Periods? Wich Are the Challenges for the Human Resouces Field in the Present Economical Context?, în *Proceedings of the International Conference on R&D Perspectives. Promoting Inovation through Education, Culture and Communication*, SNSPA Bucuresti, Comunicare.ro., pp.363-374.
- 4.**Novac, C.** (2010). Changemens induits par la crise economique dans les fonction du management des ressources humaines en Roumanie, în *Proceedings of the International Conference Globalization and Changing Patterns in the Public Sphere*, SNSPA Bucuresti, Comunicare.ro.
- 5.**Novac, C.** (2013). Influences of the Financial Crisis on the Development of Strategic Human Resources Management Process in Romania, în *Proceedings of STRATEGICA International Conference*, SNSPA Bucuresti, Comunicare.ro., pp.181-198.
- 6.**Novac, C.**, Mihalcea, A. (2014). The relationship between leadership, organizational culture and managerial culture through LEAN strategy in a multinational company, în *Proceedings of STRATEGICA International Conference*, SNSPA Bucuresti, Comunicare.ro.

7. **Novac, C.** (2014). Influences of the Financial Crisis on the Development of Strategic Human Resource Management Processes in Romania, în *Proceedings of STRATEGICA - Strategic Thinking in a Changing World*, SNSPA Bucuresti, Comunicare.ro., pp.48-66.
8. Cismaru, D., **Novac, C.** (2015). Applications of mind mapping and concept mapping in teaching, research, human resources and public relations, în *Proceedings of Inted 2015. 9th International Technology, Education and Development Conference*, IATED, pp.6707-6717.
9. **Novac, C.**, Vidroiu, C. (2015). The importance of SHRM processes within the organizations from Romania, în *Proceedings of the The 3rd edition of the Strategica International Conference, Local versus Global*, SNSPA Bucuresti, pp.178-188.
10. **Novac, C.**, Ciochină, R.S. (2017). Aplicability of Agile Principles and Values to IT Solutions Providers, în *Proceedings of the Strategica International Academic Conference*, SNSPA Bucuresti.
11. **Novac, C.**, Ciochină, R.S. , A. Daoud. (2019). The Influence of Digitalization in the Recruitment and Selection Process. Present Challenges and Future Perspectives. în *Proceedings of the Strategica International Academic Conference*, SNSPA Bucuresti.

12.10.2021