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**IMPROVING THE MANAGEMENT SYSTEM OF
ORGANIZATIONAL RESILIENCE IN THE CONTEXT OF
SUSTAINABLE DEVELOPMENT AND BUSINESS
DIGITALIZATION**

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a) Content

TABLE OF CONTENTS

LIST OF ABBREVIATIONSxi

LIST OF FIGURESxii

LIST OF TABLESxv

LIST OF APPENDICESxvi

INTRODUCTION 1

**PART I: CURRENT STATE OF KNOWLEDGE IN THE FIELD
.....6**

1. CURRENT APPROACHES TO BUSINESS DIGITALIZATION AND
SUSTAINABLE DEVELOPMENT6

1.1 Characteristics and trends of business in the context of global risks6

1.1.1 Risks arising from the fragmentation of the global economy 6

1.1.2 Characteristics of global businesses10

1.2 Approaches to digital transformation of businesses18

1.2.1 Elements defining digital transformation18

1.2.2 Factors influencing digital transformation21

1.2.3 New requirements in the context of Industry 4.0.28

1.3 Requirements for sustainable businesses28

2. ORGANISATIONAL RESILIENCE AND AGILITY IN THE CONTEXT OF
DIGITAL TRANSFORMATION OF BUSINESSES31

2.1 Defining organizational resilience31

2.1.1 The concept of organizational resilience31

2.1.2 Competencies and organizational resilience36

2.1.3 Methods for evaluating organizational resilience40

2.2 Characteristics of agile businesses46

2.2.1 Defining organizational agility46

2.2.2 Factors influencing agile businesses49

2.3 Factors influencing resilient and agile businesses53

3. CURRENT CONCERNS REGARDING ORGANIZATIONAL RESILIENCE
IN RELATION TO BUSINESS DIGITALIZATION57

3.1 EU strategy on business digitalization and organizational resilience
.....57

3.1.1 EU strategy on organizational resilience57

3.2 Concerns in Romania regarding business digitalization and organizational
resilience72

3.2.1 Romanian strategy on digitalization72

3.2.2 Current status in Romania regarding resilience in relation to organizational
agility 81

PART II: PERSONAL CONTRIBUTIONS85

4. STUDY ON THE USE OF AGILE WORK METHODS IN THE CONTEXT
OF DIGITAL TRANSFORMATION OF BUSINESSES85

4.1 General context of the research85

4.2 Research objectives and methodology 88

4.3	Research results on agile digital transformation in organizational innovation89
4.4	Research results on risks of agile work methods in the context of digital transformation94
4.5	Research results on issues related to implementing agile work practices in organizational innovation98
4.6	Research results on comparative analysis of traditional work methods and agile work methods101
5.	STUDIES ON BUSINESS PROCESS DIGITALIZATION IN ORGANIZATIONS	..104
5.1	Study on the impact of digital transformation on existing business models in global organizations104
5.1.1	General context of the research104
5.1.2	Research objectives and methodology106
5.1.3	Research results on methods to improve organizational process efficiency in the context of business digitalization106
5.1.4	Research results on the impact of digital transformation on existing business models in organizations108
5.2	Study on leadership and employee management in the context of business digitalization109
5.2.1	General context of the research109
5.2.2	Research objectives and methodology113
5.2.3	Research results on factors influencing leadership in the context of digital transformation114
5.2.4	Research results on employee evaluation methods in the context of digital transformation117
5.3	Study on factors influencing the resilience of agile work methods in the context of digital transformation120
5.3.1	General context of the research120
5.3.2	Research objectives and methodology122
5.3.3	Research results on factors influencing the resilience of agile work methods in the context of digital transformation123
6.	PROPOSALS FOR IMPROVING INCIDENT MANAGEMENT SYSTEMS TO ENHANCE ORGANIZATIONAL RESILIENCE MANAGEMENT IN IT ORGANIZATIONS129
6.1	General context of the research129
6.2	Presentation of operational activities specific to incident management131
6.3	Proposals for improving the incident management system to enhance organizational resilience146
	CONCLUSIONS152
	BIBLIOGRAPHY161
	APPENDICES193
	APPENDIX 1193
	APPENDIX 2195

b) Keywords: organisational resilience, organisational agility, digital transformation, sustainable development, business digitalization

c) Summary

To improve the organizational resilience management system, organizations must adopt an integrated approach that includes both sustainable development and digitization of business processes. This paper provides a comprehensive perspective on the challenges and opportunities that organizations face in the age of digitization and sustainable development.

Chapter 1 aimed to research the current context of business digitalization and sustainable development, highlighting the complexity and interconnectedness of global risks, as well as emerging trends in this area. As a result of research on current approaches to business digitalization and sustainable development, the following aspects have been identified: business characteristics and trends in the context of global risks, approaches to digital business transformation and sustainable business requirements. Regarding the risks generated by the fragmentation of the global economy, they were analyzed in the context of the negative impact it can have on the economic and operational stability of organizations. The research highlighted that organizations are faced with significant challenges in managing these risks, with the need to develop strategies for resilience and flexibility being crucial. Research into the defining elements of digital transformation has highlighted that it is not just a process of adopting advanced technologies, but also a fundamental change in the way organizations operate. These findings highlight that the long-term success of organizations depends on their ability to effectively navigate a dynamic and technologically advanced global environment, successfully integrating adaptation and innovation strategies into their daily operations.

Chapter 2 explored the concept of organizational resilience in the context of digital transformation, arguing that organizations need to develop specific competencies to withstand and thrive in the face of disruption. As a result of research on organizational resilience and agility in the context of digital business transformation, the following aspects were deepened: the defining elements of organizational resilience and the characteristics of agile businesses. They provide a detailed understanding of the fundamental concepts of organizational resilience and organizational agility, as well as the complex interplay between these two critical factors.

An analysis was conducted on the factors that influence agile businesses, highlighting the importance of leadership, organizational culture, and technological infrastructure.

Chapter 3 analyzed the current European and national concerns regarding digitization and organizational resilience. As a result of the research conducted on the current concerns regarding organizational resilience in relation to business digitalization, the following aspects were clarified: the EU strategy on business digitalization and organizational resilience and the concerns in Romania regarding business digitalization and organizational resilience. The research carried out within the sub-chapters examines the strong commitment of the European Union and Romania to the development of organizational resilience and the digitization of business, highlighting coordinated and strategic efforts to adapt to contemporary challenges. The European Union strategy on organizational resilience focuses on strengthening the capacities of organizations to deal with disruptions, promoting a culture of adaptability and sustainability. In parallel, Romania's digitalization strategy reflects the national commitment to align processes and technologies with European standards. Romania's efforts aim at an extensive digital transformation, with the aim of modernizing the infrastructure and optimizing business processes. The progress made in the field is significant, but there is still a need for continuous improvements to effectively respond to emerging challenges and to fully integrate digital technologies within organizations.

After the first part of the paper allowed the clarification of the theoretical concepts from the specialized literature, the second part of the paper used these results in several studies on the improvement of the organizational resilience management system in the context of sustainable development and business digitalization.

In chapter 4, as a result of the research carried out on the use of agile working methods in the context of the digital transformation of businesses, the following aspects were clarified: agile digital transformation in the process of organizational innovation, the risks of agile working methods in the context of digital transformation, aspects associated with the implementation agile working practices in the context of organizational innovation and the comparative analysis of traditional working methods and agile working methods. The research carried out within these sub-chapters highlighted the profound and significant impact of digital transformation on organizational innovation processes and on the working methods used within organizations. Agile digital transformation has proven to be a key driver in driving innovation, playing a crucial role in facilitating rapid adaptation to dynamic market changes and promoting organizations' competitiveness. However, using agile methods is not without its challenges and risks. The comparative analysis between traditional and agile working methods highlighted the

significant advantages of agile in terms of flexibility and efficiency, but also showed that traditional methods can provide stability and predictability in certain contexts, being more suitable for more stable and more predictable.

In chapter 5, as a result of the research on the digitization of business processes in the context of organizations, the following aspects were deepened: the impact of digital transformation on existing business models in global organizations, the importance of leadership and personnel management in the context of business digitization and the influencing factors the resilience of agile working methods in the context of digital transformation. The research conducted provides a comprehensive insight into the profound impact of digital transformation on organizations. Detailed studies on the application of methods aimed at improving the efficiency of organizational processes, in the current context of digitization, clearly show that the integration of digital technologies plays an essential role in optimizing work flows and significantly increasing productivity. These technologies contribute not only to the efficiency of internal operations, but also to reducing costs and improving the quality of products and services. Also, digital transformation profoundly redefines existing business models, requiring organizations to quickly adapt to new emerging market demands and constantly innovate to maintain and strengthen competitiveness in a dynamic business environment. Finally, the factors that influence the resilience of agile methods in digital transformation underline the crucial importance of effective collaboration between teams and the adaptability of work processes. Organizations need to develop strategic approaches that enable them to respond quickly to emerging challenges and capitalize on the opportunities offered by digital transformation in order to remain competitive and relevant in an ever-evolving economic landscape.

Chapter 6 discusses concrete proposals for improving the incident management system of IT services in order to improve organizational resilience. As a result of the research on the incident management system of IT services in order to improve the organizational resilience management system, on the example of organizations in the IT field, we clarified the importance of operational activities specific to incident management and their impact on organizational resilience. First, we identified and analyzed in detail the essential operational activities that are required to manage incidents effectively.

Secondly, a series of actions aimed at improving the incident management system were proposed, with the aim of strengthening organizational resilience. In this sense, we have developed a continuity plan for IT incident management. This plan aims to maintain and improve the organization's ability to effectively respond to IT incidents while ensuring

operational resilience. The plan includes specific measures and strategies to deal with IT incidents, thus ensuring the continuity of organizational activities even in the face of major technical problems.

In conclusion, the thesis demonstrates that organizational resilience, sustainability and digitization are interdependent and essential for the long-term success of organizations in today's business environment. Digital transformation offers significant opportunities for innovation and efficiency, but also challenges that require careful and strategic management. Thus, organizations must adopt a holistic and proactive approach that integrates these elements into all operational aspects to ensure their competitiveness and sustainability in the face of future challenges.

The results obtained in the doctoral thesis can be a starting point for future research aimed at defining a best practice guide for ensuring organizational resilience in the context of sustainable development and business digitalization.