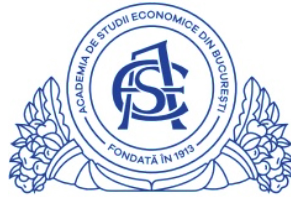


BUCHAREST UNIVERSITY OF ECONOMIC STUDIES

Business Administration Doctoral School



DOCTORAL THESIS

Presented and publicly defended by the author:
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Title of the doctoral thesis:

**RESEARCH ON BUSINESS CONTINUITY MANAGEMENT AND
ORGANIZATIONAL RESILIENCE IN THE CONTEXT OF THE
DIGITAL ECONOMY AND INDUSTRY 4.0**

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a) Content

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b) Keywords

Keywords: business continuity management, organizational resilience, business continuity maturity, digital economy, Industry 4.0, integrated business continuity and risk management.

c) Summary

The PhD Thesis contributes to the deepening of knowledge in the field of business continuity management and organizational resilience in the context of the digital economy and Industry 4.0. Based on the specialized literature, it highlights and analyses the current characteristics and trends regarding digital transformation and Industry 4.0 in the context of global risks, the theoretical framework of business continuity management and organizational resilience, the business continuity management system, and organizational resilience models based on international standards.

The PhD Thesis starts with a comprehensive overview of the digital transformation and industry 4.0 offering an in-depth exploration of digital transformation and Industry 4.0, focusing on their core principles and implications, covering the fundamental aspects of the Fourth Industrial Revolution, including its defining characteristics and its impact on the digital economy. Key themes include the evolving nature of industry in a digital age, the benefits and challenges of adopting these technologies, and the risks associated with global crises.

The PhD Thesis also covers a regional perspective, examining the approach to digital transformation within the European Union and Romania. It outlines the strategic framework for Europe's digital decade, assesses the EU's Digital Economy and Society Index, and explores the current state of digital economy development in Romania, particularly in relation to Industry 4.0 advancements.

Thereafter, the PhD Thesis explores the theoretical underpinnings of Business Continuity Management (BCM) and organisational resilience, particularly in the face of global risks. An introduction to BCM is provided, defining its concept as a comprehensive process designed to identify and mitigate potential threats, ensuring the continuity of critical business functions during and after disruptions. It highlights the significance of BCM in the contemporary global landscape marked by geopolitical tensions, cyber threats, and climate change, and outlines key components such as risk assessment, business impact analysis, strategy development, plan documentation, training, and ongoing review.

Further on, the relationship between BCM and crisis management is examined, emphasizing the need for agile BCM practices that allow organizations to adapt swiftly to evolving risks. Crisis management involves proactive planning and responsive strategies to manage unexpected events, while agile BCM introduces flexibility and continuous improvement to traditional BCM approaches.

Organisational resilience is presented as an organization's capacity to anticipate, prepare for, respond to, and adapt to various disruptions. Resilience extends beyond BCM by integrating organizational culture, leadership, and strategic planning to foster long-term adaptability and sustainability.

Thereafter, the PhD Thesis explores how Business Continuity Management Systems (BCMS) and organizational resilience models are structured and implemented according to international standards, specifically ISO 22301 and ISO 31000. The fundamental structure of a BCMS is presented, including essential elements such as the business continuity policy, business impact analysis (BIA), continuity and recovery plans, and procedures for testing and continuous improvement.

Also, a resilience model is described that enables organizations to maintain operational continuity in the face of disruptions. This model emphasizes the importance of flexibility and adaptability with BCMS being viewed as a fundamental tool for achieving robust organizational resilience.

The interdependence between risk management and BCMS is discussed, highlighting the importance of integrating these systems for a comprehensive approach to business continuity. The criteria and methods used to assess the maturity of a BCMS are discussed, providing a basis

for continuous improvement. Various maturity models used to measure and compare the level of development of a BCMS within organizations are also presented.

To continue with, the PhD Thesis provides a detailed examination of Business continuity management in relation to organisational resilience with a research aimed to investigate the connections between business continuity management, information security, and organisational resilience.

The methods used include reviewing relevant literature and analysing correlations between key terms using VOSviewer software, which helps visualize correlation networks between different concepts. The study reveals a strong interdependence between Business Continuity Management, Information Security, and Organisational Resilience, indicating that effective business continuity management and information security significantly contribute to enhancing organisational resilience.

Thereafter the PhD Thesis focuses on a Study on business continuity maturity in connection with the requirements of international standards to focus primarily on approaches to Business Continuity Maturity models illustrating maturity models tailored for business continuity, where each phase builds upon the previous one. The application of business continuity KPIs across maturity levels is also analysed.

Proposals for evaluating BCMS maturity levels based on the analysis, methodologies and tools are introduced for a more effective evaluation of BCMS maturity. These proposals aim to improve the evaluation process to ensure better alignment and compliance with international requirements.

An important contribution of the PhD Thesis is the design and implementation of an integrated business continuity and risk management system to improve organizational resilience, with a focus on an organization in the energy sector. This system helps organizations identify, assess, and manage risks in a coordinated and efficient manner, ensuring the continuity of essential operations even in the face of crises.

The proposed methodology included several essential stages: Initial Diagnosis Analysis, Policy Establishment, Process Identification, Identification of Legal Requirements, Monitoring, Analysis, and Evaluation, Audit.

The proposed documentation included Policy and Objectives, Integrated Management System Manual and System Procedures.

The implementation of the Integrated Business Management System generated multiple effects not only on Customer and Other Stakeholder Satisfaction but also on Process Performance Indicators and the Organization's Financial Indicators.

In conclusion, the PhD Thesis highlights the transformative impact of digital technologies and the importance of BCM and organizational resilience in the context of global risks. The integration of BCM with risk management, supported by international standards, enhances an organization's ability to withstand and recover from disruptions.

The studies and methodologies proposed contribute improved insights into the effectiveness and continuous improvement of BCM systems, with a focus on practical implementation and the benefits of a structured approach.

d) Curriculum Vitae

Curriculum Vitae Europass

Personal information

Last name / First name

Address

Mobile

E-mail(s)

Nationality(-ies)

Date of birth

Sex

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Romanian

5th January 1984

M



Professional experience

Dates

Occupation or position held

Name and address of employer

Main activities and responsibilities

2016 - onward

Management Consultant and Trainer

Freelancer (Controller Institut Romania, Cteam Human Capital, etc)

Concept and implementation of consulting projects aimed at:

- personnel performance management system, including reward and consequence management (Energy, Food production)
- strategic organizational planning and financial performance tracking (FMCG)
- reorganization of Corporate Functions along with the associated internal processes updates (Oil&Gas)
- strategic KPIs set-up and internal reorganization in line with international trends in service delivery (Medical)
- business continuity: preparedness, implementation, response in pandemic scenario (Oil&Gas)
- crisis management: development and support in implementation for the required processes, tools, plans, trainings and exercises (Energy)
- process optimization, in close relation with cost management impact (various customers)

Training concept and delivery for: business simulations, cost accounting, finance for non finance, excel for professionals, selling processes, planning&budgeting, project management

Type of business or sector

Management consulting and Training

Duration

Occupation or position held

Name and address of employer

Main activities and responsibilities

Type of business or sector

November 2014 – onward

Co-Owner

Gram Bistro, Suento by Gram and EverAfter by Gram

Together with my associate, I have the role of General Manager of the companies: 30 employees, 200+ customers daily. We handle all aspects related to Strategy, legal compliance, procurement, HR, PR, Marketing, etc

Restaurants

Dates

Occupation or position held

July 2011 – November 2014

Project Manager and Trainer

Name and address of employer	Contrast Management Consulting and Training
Main activities and responsibilities	Concept and implementation for centralised management of an outsourced service; Concept and implementation for reputational risk management; High-end analysis and presentations to top management identifying and prioritizing critical areas; Support in procurement cost saving potential identification and implementation; Local project coordinator in Groupwide performance improvement projects, providing also conceptual input in project definition and ensuring local alignment and implementation; Streamlining of internal processes in view of optimal resource allocation; Restructuring concept and implementation for a support function with ~500 employees; Concept for a Unified Badging System for >50.000 employees and contractors; Business cases development, along with an internal system for project costs tracking, forecasting, budgeting and reporting; Strategy development and project management support; Timesheet system and structure development; Problem solving and implementation for various processes within cross-functional project teams. Business development, Coordination of mixed teams, Recruitment, Trainings delivery (business simulations, cost accounting, finance for non finance, excel for professionals), Liaison with student NGOs
Type of business or sector	Management consulting
Dates	July 2009 – June 2011
Occupation or position held	Senior Consultant
Name and address of employer	Contrast Management Consulting and Training
Main activities and responsibilities	Coordination of an operational efficiency increase initiative; Support in processes and responsibilities update during restructuring; Local project coordinator in Groupwide performance improvement projects, providing also conceptual input in project definition and ensuring local alignment and implementation; Business support for IT tool development; Reporting system harmonization; Risk assessment; Process problem solving and implementation; Designing and implementing a cost management tool; Business plan development; Team coordination; Company performance analysis; Recruitment; Trainings delivery; Support in business development; Internal projects development and coordination; Liaison with student NGOs
Type of business or sector	Management consulting
Dates	December 2007 – June 2009
Occupation or position held	Consultant / Project Coordinator
Name and address of employer	Contrast Management Consulting and Training
Main activities and responsibilities	Team coordination, Process problem solving and implementation, Local taxes project coordination, Delivery of theoretical and on-the-job trainings, Junior and Consultant recruitment, Internal projects development and coordination, Support in business development, Liaison with student NGOs
Type of business or sector	Management consulting
Dates	September 2006 – November 2007
Occupation or position held	Junior Consultant
Name and address of employer	Contrast Management Consulting and Training
Main activities and responsibilities	Support for projects in various business fields, from cost accounting to local taxes, Market research, Interns recruitment, Identification of market opportunities, Problem solving support, Reporting support, Financial data gathering, processing and analysis, Delivery of theoretical and on-the-job trainings, Development of a comprehensive know-how transfer manual.
Type of business or sector	Management consulting
Dates	June-July, 2004
Occupation or position held	Intern position
Main activities and responsibilities	Prepare a study focused on the Romanian ecological environment cleaning services market and assess the possibilities of penetrating this market for a France based company.
Name and address of employer	BIOBASIC ENVIRONMENT, Clermont Ferrand, France
Type of business or sector	Ecological environment cleaning services

Education and training

Dates	2020-ongoing	
Title of qualification awarded	PhD Student	
Principal subjects/Occupational skills covered	PhD Thesis: RESEARCH ON BUSINESS CONTINUITY MANAGEMENT AND ORGANIZATIONAL RESILIENCE IN THE CONTEXT OF THE DIGITAL ECONOMY AND INDUSTRY 4.0	
Name and type of organization providing education and training	BUCHAREST UNIVERSITY OF ECONOMIC STUDIES, Business Administration Doctoral School	
Dates	2010	
Title of qualification awarded	National trainer certification	
Principal subjects/Occupational skills covered		
Name and type of organization providing education and training	National Council for Adults Training Activities	
Dates	2010	
Title of qualification awarded	Advanced project management certificate , accredited by CNFPA ("National Council for Adult Vocational Training")	
Principal subjects/Occupational skills covered	Basic and advanced project management	
Name and type of organization providing education and training	Roland Gareis Consulting, CNFPA, ("National Council for Adult Vocational Training")	
Dates	2006 – 2007	
Title of qualification awarded	Master in: Finance and Management Accounting (Finances Controle de Gestion)	
Principal subjects/Occupational skills covered	Derivatives markets and risk management International financial accounting Microsoft Access Management strategies – case studies Communication and strategic management	Managerial accounting Working with databases: Audit
Name and type of organization providing education and training	Universite d’Orleans, Administration et Gestion des Entreprises, France in collaboration with the Academy of Economic Studies Bucharest Lectures in French and English	
Dates	2002 – 2006	
Title of qualification awarded	Major in: Business Administration (BA) Grade average 10.00 (out of a maximum of 10)	
Principal subjects/Occupational skills covered	Accounting –financial and managerial Management Civil, Commercial and European Law	Business communication Financial Analysis Insurance
Name and type of organization providing education and training	Academy of Economic Studies Bucharest Faculty of Business Administration in Foreign Languages English Section	
Dates	2004-2005	
Title of qualification awarded	Licence, Gestion des enterprises	
Principal subjects/Occupational skills covered	French Accounting, Financial Mathematics; Economics	
Name and type of organization providing education and training	Universite d’Orleans Administration et Gestion des Entreprises , Orleans, France in collaboration with the Academy of Economic Studies Bucharest Lectures in French	
Dates	2003-2004	
Title of qualification awarded	DEUG, Management et gestion des enterprises	
Principal subjects/Occupational skills covered	Organizational policy French Civil, Public and Commercial Law	Insurance Informatics

skills covered

Corporate Accounting
Corporate Finances

French Taxation System
Public Accounting

Name and type of organization
providing education and training

IUP Management et Gestion des Entreprises, Clermont-Ferrand, France
(Socrates/Erasmus one-year scholarship)
Lectures in French

**Personal skills and
competences**

Mother tongue(s)

Romanian

Other language(s)

Self-assessment
European level ()*

Understanding		Speaking		Writing	
Listening	Reading	Spoken interaction	Spoken production		

English
French

C2	Proficient	C2	Proficient	C2	Proficient	C2	Proficient	C2	Proficient
C1	Proficient	C1	Proficient	C1	Proficient	C1	Proficient	C1	Proficient

Social skills and competences

- excellent training delivery and team facilitation competencies, taking into account the numerous training sessions delivered
- effective communication skills proven in over 12 years of management consulting experience, from blue collar to top management level
- team management, coordination; tasks delegation, oversight and guidance
- conflict management and team motivation

Organisational skills and
competences

- providing clear direction to team members during planning, execution and hand-over; objective assessment of results and identification of lessons learned for continuous improvement
- financial management (strategic to operational planning; budgeting/forecasting; cash-flow management)
- business development
- efficacy and efficiency improvement from organizational long-term commitments to daily implementation at operational level
- change and risk management
- business continuity: preparedness, implementation, response, recovery
- project and program management

Computer skills and
competences

Excellent command of Microsoft Office, Working knowledge of Visual Basic and SAP

Driving license

Category B

Date

Signature

