

**ANEXĂ CU ÎNTREBĂRI ȘI RĂSPUNSURI  
la procesul verbal al susținerii publice a tezei de doctorat**

elaborată de dl. **Francisco Xavier PUJOL CID**, cu titlul: „*How To Become A World Class Manufacturing Plant: Operational Efficiency, Employee Productivity And Strong Organizational Culture In The Competitive Automotive Industry*”

Conform protocolului de susținere publică a tezelor de doctorat, după susținerea tezei de doctorat de către autor și după prezentarea rapoartelor membrilor comisiei de doctorat, președintele comisiei deschide sesiunea de întrebări din partea membrilor comisiei de doctorat și a publicului.

**Întrebările din partea membrilor comisiei de doctorat și răspunsurile candidatului:**

1. Dl Prof.univ.dr.ing. Marian Liviu MOCAN:

Întrebare: What are the differences between the German, Spanish and Romanian engineers and workers ?

Răspuns: The Germans prepare and plan well, but sometimes lose focus, the Romanians need to be convinced that what they are doing is worth doing and the Spanish are a bit afraid to lose their jobs, that is why they lack some creativity sometimes.

2. Dl Prof.univ.dr.ing. Claudiu KIFOR:

Întrebare: Which was the 6 Sigma level before and after the improvement ?

Răspuns: Before it was less than 1.5 Sigma, because there was a lot of fluctuation, now it is around 4 Sigma, so it is very good.

3. Dl Prof.univ.dr.ing. Stelian BRAD:

Întrebare: How do you see the challenge of digitalization for the suppliers, especially for those with cost advantage ?

Răspuns: There are a lot of things to be understood, and this requires data, in order to help support the work and have proper communication with the machines. The companies that do not understand and apply this properly, will have big problems in the future.

**Întrebările din partea publicului și răspunsurile candidatului:**

1. Dna drd. Aida SZILAGYI:

Întrebare: To which extent have you considered the environmental sustainability within your approach ?

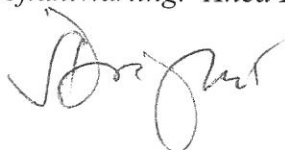
Răspuns: We have deeply considered this aspect and received a high level certification for this activity (Green Plant Silver Level), some of the areas having reduced their level of usage by up to 40% as was the case with electricity.

Prezenta Anexă s-a întocmit în două exemplare.

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PREȘEDINTELE COMISIEI,  
*Prof.univ.dr.ing. Anca DRĂGHICI*



ÎNTOCMIT,  
*As.dr.ing. Attila TURI*

