

PROCES VERBAL

al susținerii publice a tezei de doctorat

**MANAGING COMPLEXITY IN SERVICE PROCESSES. THE CASE OF LARGE
BUSINESS ORGANIZATIONS**
**MANAGEMENTUL COMPLEXITĂȚII PROCESELOR DE SERVICII. CAZUL
ORGANIZAȚIILOR DE AFACERI MARI**

Data 21.11.2016, Ora 9:00, Sala de conferințe 113, Rectorat UPT

Președintele comisiei de susținere publică a tezei de doctorat, elaborată de d-nul **ing. Frank Martin RENNUNG**, sub conducerea științifică a **D-nei Prof.dr.ing. Anca DRĂGHICI** și **D-lui Prof. dr. ing. George Gustav SAVII**, declară deschisă ședința publică.

Prin Ordinul Rectorului nr. 40/31.10.2016 a fost numită comisia de doctorat în următoarea componență:

Președinte: Prof. dr. ec., ing. Marian MOCAN

Conducători științifici: Prof. dr. ing. Anca DRĂGHICI

Prof. dr. ing. George Gustav SAVII

Membri:

1. Prof. dr. ing. Stelian BRAD, Universitatea Tehnică Cluj-NPOCA
2. Prof. dr. ing. Claudiu Vasile KIFOR, Universitatea Lucian Blaga din Sibiu
3. Prof. dr. ing. Gabriela PROȘTEAN, Universitatea Politehnica Timișoara

Președintele comisiei de doctorat constată că sunt îndeplinite condițiile legale și regulamentare pentru susținerea publică a tezei.

Se dă cuvântul doctorandului pentru susținerea publică a tezei de doctorat. Se dă cuvântul conducătorului științific și referenților oficiali pentru prezentarea referatelor de specialitate.

Președintele comisiei de doctorat deschide sesiunea de întrebări din partea membrilor comisiei și a publicului.

întrebările membrilor comisiei de doctorat:

1. Which was the most difficult part of the research?

Răspuns: The main challenge has been interdisciplinarity, the scientific exchange in form of many discussions (e.g. in conferences) with researchers coming from different fields of science and different parts of Europe. But, I found out that German and Romanian complexity-relevant topics are similar or comparable.

From another perspective, it was the fact that the PHD supervisor team is located in Romania and I live in Germany, so at the beginning I was a little afraid, but then I was positively surprised, what a close and perfect collaboration (via SKPE, phone, in conferences, visits in Timisoara, etc.) is possible.

2. How is the Management of changes or taken into consideration by the Complexity Management Model? What is the controlling system during the implementation phase, how does controlling detect complexity?

Răspuns: Changes can come from the internal side or the external side. Most important is the fact that the parties talk about complexity. People don't think about the fact that complexity arises and what the causes of complexity are. CMB is the most important part in controlling and identifying complexity. The Board discusses in regular meetings the level of complexity. In practice it is seldom taken into consideration, the result being a rising level of complexity.

Întrebările din partea asistenței:

1. How does the Complexity Management Board work and how is it established within the blueprint of the contractual agreement, on slide 67?

Răspuns: I would refer to page 159, in annex 9, chapter 7 Organization of „Complexity Management Board” (CMB). Here it is stated, that the CMB is established between the organizations that are parties to the agreement and works by regular meeting sessions in which the board monitors and analyses the current status of complexity based on the agreed methods, techniques and procedures, monitors implementation for this patch measures or

initiates its own overarching measures to improve the controllability from complexities. It also carries out an assessment of the effectiveness of implemented measures, provides an escalation platform for other committees under the cooperation between customer and service provider and grants permission complexity relevant structure and content of planned communications measures in the organization of the customer.

2. What do you think, which strategy could be implemented with most success: reduce, manage or avoid complexity?

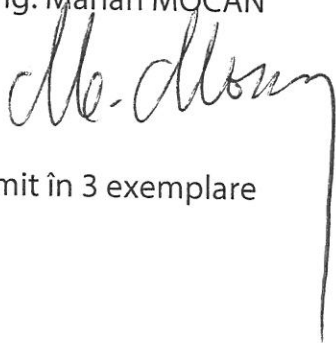
Răspuns: At first you have make an analysis, and in the second step you have to make a decision, about a clear strategy, or a mix of them. I will give you an example: If you recognize, that a project is in a chaos mode, you have to reduce the complexity in a short-term perspective and besides of these measurements, you have to ensure, that in parallel you avoid non-added value complexity.

Another example is, if you have mainly complexity, in form of added-value for the customer, you have to focus yourself to manage the complexity, not to reduce or avoid it.

Comisia se retrage pentru evaluare și deliberează asupra calificativului atribuit tezei de doctorat. În urma deliberării comisia a decis în unanimitate acordarea calificativului Foarte bine și acordarea titlului de doctor în inginerie, domeniul inginerie și management domnului ing. Frank Martin RENNUNG.

PREȘEDINTELE COMISIEI,

Prof. dr. ec., ing. Marian MOCAN



P.V. s-a întocmit în 3 exemplare

ÎNTOCMIT,

Șef lucr. Dr. Caius Luminosu

