

Quality – access to success, nr. 9/2008

INFO/EVENT

- *New ISO standard projects will facilitate recall of unsafe products and promote transparent utilities billing*
- Costel Stanciu, *Mediation – a choice to solve the consumership issue*

QUALITY MANAGEMENT

- Cosmin Dobrin, Ioan Popa, *Generalities regarding to the quality and non-quality*

There is no doubt about the fact that quality costs. But it is obvious that non-quality costs more. The quality evaluation with special indicators costs time and money, but, without a doubt, non quality costs more. The idea that the quality is more expensive is the result of lack of evaluation for price of non-quality. In this paper we will present a synthesis of the costs for quality and non-quality.

- Radu Stanciu, *A system for appraising the performance of human resources*

Each manager wants to know what profit will obtain by investing in a human resources performance appraisal.

This is a legitimate concern. Implementing a scientific and objective appraisal system is a time consuming, complex and expensive activity. That is why the question regarding the opportunity of the investments is normal.

This paper describes the application of a method that quantifies the potential benefits of a performance appraisal system in an industrial organization.

- Tudor Nistorescu, Catalin Mihail Barbu, *The intercourse between professional competences – individual competences*

The competencies and the management of the competencies are an important determinant of the competitive advantage for an enterprise. Starting from the analysis of the demand/offer ratio for competencies on the labor market, we highlighted a few conclusions. The most important finding is that the enterprise should focus on a strategic approach based on enlarged competencies, including „the capacity to learn“ and „the art of being“ and not on traditional competencies including strictly professional or technical capabilities. In our view, the approach of the competencies should be guided by the strategy of the enterprise and integrated in a strategic platform.

- Mihai Botez, *A method for managers' selection (I)*

The classical methods to test candidates are not good enough because they do not offer a clear picture of how close the candidates can reach a certain „profile“ of the manager ability which the employer claims that all the candidates should be endowed with in accordance with this profile. The present study suggests a complex solution to differentiate the candidates who want to apply for a manager position by means of the manager ability of the candidates using a fuzzy method and Goleman's model.

- Sorinel Cosma, Veronica Popovici, Marian Ionel, *Quality cost*

The cost of quality represents the waste and losses resulted from a well defined production process. Although quality costs include four main cost groups, some companies deal with only some of them, that is those costs that have the tendency to fluctuate and therefore require action. The others are assumed to be constant and do not attract special attention. The costs of quality can vary more or less, without significantly affecting the total cost of quality. The decrease in some of them will automatically cause the increase in others. That is why the manner in which managers perceive this reality and the methods they use in dealing with it are of the utmost importance for the welfare of the company.

- Viorel Petrescu, Elena Necula, *A model of performance management for leather goods and footwear companies (II)*

In the contemporary society, characterized by an increasing competitiveness and a continuous market evolution, measuring and evaluating of the performance of leather goods/footwear companies is essential for their survival and their success.

Performance represents the measurable result of certain activity. Evaluating the performance means both to ascertain how the objectives have been fulfilled (in which degree) and to set up/ to confirm the necessary actions for fulfilling these final objectives, namely the performing standard fixed by leather industry organizations and others.

- Claudia Isac, Codruta Dura, *The role of KAIZEN strategy contextually of Advanced Production Systems implementation (II)*

Nowadays, developed countries undergo a slow evolution of the traditional system of production towards a higher form of the operational management based on advanced production systems – a synthesis of the manufacturing and mechanic systems. Advanced production systems (SAP) are

forms of modern production based on computer integrated manufacturing, on equal organization of human abilities and on adapted technology. The new approach is the consequence of the acceleration at the present day technological progress, through the massive introduction of information technology and electronics in the field of the management of production process. The use of KAIZEN concept within the implementation of SAP has specific forms based on the fact that each methodological component of the Japanese strategy show a high degree of integrability, contributing substantially to achieving positive „chain“ effects within the SAP. Thus, Just-in-Time method (JIT) ensures the efficiency of manufacturing processes, while Total Quality Management (TQM) ensures high quality for all activities on the „quality spiral“, and also for external parameters. In its turn, KAIZEN creates the same trans-functional environment, in which the strategic objectives of low cost, minimum delivery time and high quality work together and „support“ each other.

- Alexandrina Sirbu, *Products quality – factor of firm’s competitiveness*

Even the conceptual delimitation between quality orientations are done, there are different opinions regarding that issue in relationship with its perceptions on market. In that paper some aspects on products quality, like factor of firm’s competitiveness on market are discussed. There are underlined the differences referring the quality approach on market and which is the place of products’ quality on it.

- Claudia Dobre, *The State aid in European Union (III)*

The European Commission has adopted a number of interpretative frameworks and guidelines clarifying how it applies the exemption clauses, thus ensuring a coherent application of State aid rules across all Member States and sectors of the industry. Examples include the Community framework for State aid for R&D and the Community guidelines on State aid for environmental protection. In areas where the Commission has gained sufficient experience, it has adopted a number of legal instruments known as block exemption regulations, setting out the conditions under which Member States may implement aid without notifying it to the Commission.

ENVIRONMENTAL MANAGEMENT

- Cristina Popa, Florina Bran, *Voluntary environmental agreements. Economic premises*

The complexity of environmental issues imposed the use of new mechanisms that implement environmental policies. The paper explores the existence and way of action of economic incentives for using voluntary environmental agreements, referring also to their relation between their effectiveness and a country’s development level. Empirical evidences on using voluntary environmental agreements are inconclusive, but in developing countries they do not represent appropriate mechanisms for implementing environmental policy.

- Ildiko Ioan, *Environmental compliance support*

The paper aims to analysis the way how public authorities from different European countries get involved in providing assistance for environmental compliance. Highlighting the common and contrasting elements, and also the indicators and the rate of success of different variants represents a useful material for designing efficient and effective systems at national level. Information regarding compliance assistance were processed in order to identify how great is the contribution of public authorities, how it is made, which were the indicators used and assessment of effectiveness. The results show that in most of the states public authority is involved, through the environmental or regional governance authority, but indicators are very different further research being necessary toward a unified evaluation system.

- Gratiela Branza, *Indicators of quality and environmental protection*

The environment protection and quality indicators represent an essential instrument for the conception of a sustainable development strategy. These indicators are very important because they analyse both the causes and the effects of the environment changes.

ACADEMICA

- Amalia Venera Todorut, *Estimation of quality level by conveyance of quality divide products on the quality. Case study in glass industry*

Analysis of the production’s quality by household glasses goods is pursuing to establishing the mode in which was respected the parameters of the quality the economic reasons and consequences of change the productions’ quality, according us and the resources of bettering of the productions’ quality. For it is measuring and characterizing the products’ quality we are using a system of indicators between which are the most important the following: the indicators of the divide products on the quality, the grade by renewing of productions, installment of the denunciations, the refusals and installment of punishes of defects.

- Viorel Gh. Voda, *The development of the idea of correlation. Applications (IV)*

In this work we examine the rise of the idea of correlation from first results obtained by Francis Galton (1822-1911) to the newest acquisitions in the so-called informational statistics. There are put into light the fields of applications of correlation and regression theory: sociology, engineering, quality management, metrology a.s.o. A large list of references is presented in this respect. Finally, an old case study (see [34]) is revisited and completed.

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