

## QUALITY-access to success, nr. 7-8/2010

### INFO/EVENT

- *ISO CASCO WG 21 Meeting*
- *ISO, ILAC and IAF streamline Quality Management Requirements for Medical Laboratories*
- *Financial Directors of SMEs play an Increasingly Greater Role in Company Strategy*

### QUALITY MANAGEMENT

- Marieta Olaru, Diana Sandru, Ghiorghita Stoleriu, *The approach of business process performances within SMEs based on innovation and continuous improvement*

**Abstract:** The paper aims at highlighting small and medium enterprises' particularities regarding business processes and the relationship between processes' innovative potential and performances, respectively the definition of a framework to continuously improve processes, by taking into account these particularities.

By considering the results of the study carried out within the project IDEI 856, the authors affirm the necessity to define an implementation frame-work for the continuous improvement of business processes within small and medium enterprises, which relies on the principles and techniques specific to the Kaizen philosophy. Such an approach can facilitate the development of an organizational culture orientated towards innovation in the case of small and medium enterprises, enabling the improvement of their capacity to adapt to the demands of a complex and dynamic economic environment. This work was supported by CNCISIS –UEFISCSU, project number ID\_ 856 PNII – IDEI code 273//2007.

**Keywords:** small and medium enterprises, business processes, innovation, continuous improvement.

- Ion Naftanaila, *Le\_AN\_A and ... Master Manole – LEAN Manufacturing Evolution 4. Flexibility and Quick Changeover. Part 2. SMED-OTED in Romanian Economic Environment. Need for Setup Reduction*

**Abstract:** One of the challenges faced by businesses today is the combined pressure to reduce price and to provide an increased a variety of options at lower volumes.

Customers expect more choices and rarely will pay more for variety. The dilemma faced by many manufacturers is decreasing order quantities and reduced lead-times. Most companies cope by either building finished goods inventory in order to ship on-time, or reduce lot sizes and do more changeovers. Companies pay for this either in inventory carrying costs or by losing capacity to changeovers.

This paper focuses on presenting a dynamic approach of EOQ model (part 1) and methodology for set-up time reduction using SMED-OTED model, the main barriers in implementation process in Romanian economical environment and the ways to overcome this difficulties also (part 2 and 3).

**Keywords:** flexibility, set-up time, changeover, process improvement, inventory, lead time, dynamic EOQ.

- Dragos Ilie, Mihail Cristian Negulescu, *The Quality Increase in the Warranty and Security of Commercial Transactions*

**Abstract:** The quality regarding bank securities involves identifying by the bank management the internal and external business transactions that have a contractual basis, timely issuance of guarantees, the correlation between securities and trade agreements terms, elimination of all risks arising from the execution of securities, continuous improvement of bank employees working in this field. The paper also presents a model of securing import and export commercial transactions using letters of

guarantee. Increased quality in the warranty and security of commercial transactions, in the current context of the global crisis, will allow a release of commercial transactions, bank securities being established as an alternative to bank credit.

**Keywords:** letter of guarantee, commercial transaction, the issuance and enforcement of securities, commercial contract, importer, exporter.

- Carmen Hmelnitchi, *Specific Characteristics regarding Designing and Implementation of Quality Management System in SMEs*

**Abstract:** The implementation of international standard ISO 9001 [5], which formulates requirements for designing and implementation of quality management systems, has specific characteristics in the frame of small and mid-sized enterprises (SME). Top management has the most important role for this issue. His decision has to be based on accurate analyses of necessary resources, of costs, but also of the benefits which will be obtained. Top management of SME has to be aware that the quality management system implementation in conformity with the requirements of ISO 9001 has to be approached like a project, which needs allocated resources and which has to be managed on a well settled schedule.

**Keywords:** SME, management, system, quality, standard, ISO 9001.

- Daniel Georgescu, *The Eight Basic Pillars of Total Productive Maintenance Program*

**Abstract:** In an intensely competitive market, characterized by increasing scales of production, the effective planning and management of that maintenance activity is coming to be seen as ever more critical business process—one which is capable of differentiating the performers from those who are less than capable.

**Keywords:** maintenance, TPM, management, TQM, kaizen.

- Luminita Gabriela Popescu, *From Partnership to Co-governance in Public Services through a Quality Strategic Approach VI. Excellence Model in European Administration*

**Abstract:** The excellence model was first introduced in Great Britain in 1992 as a reference for activity assessment in view of awarding excellence awards. Soon the model was taken over by other European countries, too, and became the reference for awarding national and regional quality awards. To begin with, it should be noted that unlike the Quality Award, which focuses only on certain users, the efficiency of the excellence model lies in its wide opening towards use of management systems associated with an increase of the importance of self-assessment. The excellence model is an instrument supporting the organizations in their effort to assess and measure the level of performance they have reached: it contributes to understanding differences and stimulates the identification of solutions. Self-assessment is widely used in small organizations, yet in larger public and private ones, too. The number of organizations using the excellence model as basis of an organizational improvement and the results of self-assessment as part of the strategic planning is constantly increasing. The winning card of this model is the fact that it creates the framework for stimulating creativeness, being focused on research and enriching with best practices originating from thousands of European organizations and not only, which impregnates the model with a permanent dynamism. Long term research has demonstrated the positive intrinsic connection between the holistic approaches of the excellence model and the improvement of organization output, revealing thus the efficiency of this model.

**Keywords:** excellence model, governance in public services, quality awards, leadership, empowers, results, key performance.

- Eugen Burdus, *The Internationalization of Business as an Option in the Marketing Strategy of the Entrepreneur (II)*

**Abstract:** Both the process of creating a business, but especially during the course thereof, the entrepreneur should consider a future in terms of domestic and international presence. This would require a marketing strategy for attracting and maintaining loyal

customers domestic and international, for whose implementation it should be mentioned for specific tactics, identify ways to internationalize the business and choose the most appropriate forms of advertising.

**Keywords:** entrepreneur, marketing, strategy, tactics, internationalization, business, advertising, barter, export, licensing.

- Nicolae Dragulanescu, Remus China, *Opportune Corrective Actions and Corrections of Today's Romanian Approach of Quality Assurance in Education (IV)*

**Abstract:** Romanian educational system, like any education system in the world, cannot evolve as a closed system, inflexible towards the more and more demanding requirements of its dynamic customers, of actual challenges, and/or of specific developments of European space of education. Within this context, the Romanian educational system needs urgent implementation of some improvement processes based on models, mechanisms, concepts and stable rules which are internationally validated and widely accepted. It should simultaneously take into account the actual conditions and specific progress of Romanian educational system, targeted in terms of a real quality assurance of education.

Such an approach will allow the national education system to be able to connect, the „walk“ the demands and challenges of current society and at the same time without losing the real values earned over time. We cannot ignore or delay the implementation of the recommendations of European institutions in the provision of quality education. The Romanian quality assurance system in education must be designed and implemented according to stable and European-wide validated referentials, such as the EFQM excellence model and the EN ISO 9000 standards. If such referentials will not be adopted, the evolution of the Romanian educational system will become more and more ineffective and inefficient, enabling thus many counter-productive outcomes on educational, economic and social plans.

**Keywords:** quality assurance, education, standards, PDCA-cycle, quality improvement.

- Doina Popescu, Mihai Pricop, *Design Models of Organizational Structure*

**Abstract:** This paper presents organizational models commonly used in practice, and the specific organizational characteristics and practices associated to each of those. Also, the paper outlines the advantages and disadvantages of mechanistic and organic models. On the other hand, is presented the matrix model which exploits the advantages of mechanistic and organic models and which minimizes their disadvantages. Thus, the matrix model uses efficiently the resources, gives flexibility in conditions of change and uncertainty, leads to increased motivation and commitment and provides opportunities for personal development.

**Keywords:** organizational structure, the mechanistic model, organic model, matrix model, bureaucracy, specialization, centralization, delegation of authority, motivation.

- Constantin Militaru, Claudia Oprescu, *Internal Communication Policy, a Strategic Decision of Management*

**Abstract:** The profession of internal communications builds on fundamental principles of other disciplines like human resources, marketing, public relations, project management and media planning. As a result it often gets adopted in organizations under different registers: employee communications, employee engagement, internal public relations, staff communication, etc. Responsibility can also reside within different functions: marketing, corporate communications, change management, HR, CEO office.

**Keywords:** strategy, human resources management, TQM, corporate communications, organizational culture.

## ENVIRONMENTAL MANAGEMENT

- Dorel Mihai Paraschiv, Mihaela Belu, Ana Maria Marinoiu, Mihai Ivascu, *The Transport Sector Development and Reducing Climate Change Politics*

**Abstract:** The purpose of this paper is to identify the impact of the transport industry on climate change that affect the entire population and to detect the sectorial policies and actions to enhance micro and macroeconomic environmental performance of the sector. In terms of global GHG emissions, the greatest contribution belongs to the energy and transport sectors, due to CO<sub>2</sub> emissions resulting from combustion of fossil fuels containing carbon. The analysis was performed in all the 27 EU Member States and focused primarily on issues from transport and climate change. The first phase has identified the main risks and legislative action to reduce the impact and then to make a more detailed description of the main modes of transport (sea, air, road, train). The main source for information was a study conducted by the European Environment and Transport and Reporting Mechanism (EEA TERM).

**Keywords:** climate change, transport sector, oil price.

- Florina Bran, Ildiko Ioan, Carmen Valentina Radulescu, *Relevance of Nature's Esthetic Perception for Environmental Management*

**Abstract:** Increasing environmental performance is the result of an equation in which many variables are little or even unknown. The values respected and promoted by top management were confirmed by a number of empirical studies as having an important role for adopting a proactive environmental management. The paper explores different aspects through which the esthetical perception of nature could contribute to the formation of a favorable attitude of managers and staff.

**Keywords:** environmental performance, proactive environmental management, esthetical perception, art.

- *\*IT Intelligent Waste Management Solutions* – insert flyer distributed with „Quality-access to success” journal

## FOOD SAFETY MANAGEMENT

- Octavian Baston, Octavian Barna, *Refrigerated Poultry Meat Cold Chain Management*

**Abstract:** In the paper we study the refrigerated poultry cold chain management on every major chain, as can be met in practice. We presented the working parameters and factors of influence that need to be controlled on fixed and mobile studied cold chain links. Also, we highlighted for every link of the chain the characteristically working parameters, the risks and distinctive problems that can occur with poultry meat and we give practical solutions for possible shortages and actual problems.

Refrigerated cold chain that we studied has as fixed links: the producer, distribution/engross centers, the trader and the consumer. Mobile link is represented by the transport of refrigerated poultry meat between all the fixed links of the cold chain that we considered. Alongside the factors that influence the cold chain, we accentuated the factors that have an important role for the raw poultry meat freshness. These factors are very important for studied cold chain management because they are risk elements witch reduce the quality and freshness of meat, affecting the safety of food.

**Keywords:** management, cold chain, refrigeration, poultry meat, food safety, food freshness.

- Liana Anica-Popa, Ionut Anica-Popa, Mirela Stoian, *Informational Systems for Monitoring Traceability and the Pig Meat Quality in Romania and Denmark. Comparative Analysis*

**Abstract:** The article presents the conclusions issued from a comparative analysis of conditions and information systems to ensure pig meat traceability in Romania and Denmark. Research activities were carried out under the project „Designing an information system for traceability monitoring in the pork meat production”, Grant Agreement no. 141.921/13.08.2008, funded by Grants Competitive Scheme (SCG),

deployed using the project MAKIS – financed according to the Loan Statement nr. 4758-RO ratified by Law nr. 170/2005. Information on monitoring traceability systems in Denmark were collected during a visit to various targets of interest in this country and by literature investigation

Our research aims: (1) studying the possibilities, currently in Romania on ensuring the traceability of pork and their impact on specific product quality, (2) presentation of mechanisms and monitoring procedures for achieving traceability of pork in Denmark, and (3) outline of possible guidelines for modeling an information system to monitoring the pork traceability at national level in Romania.

**Keywords:** information management system modeling, monitoring of pig meat traceability, food security, food safety, consumer protection.

## **OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT**

- Monica Crinela Babut, *Integrant Elements of the Risk Assessment Conceptual Framework for Establishments Concerned by the Requirements of SEVESO II Directive*

**Abstract:** In the aim of preventing and controlling major accident hazards involving dangerous substances, many risk assessment methodologies have been developed worldwide. Until now, in Romania no formalized methodology has been proposed to competent authorities to determine the risk level of an industrial establishment. Based on the functional analysis of the risk assessment methods, there have been identified the key elements of the basic concepts employed in the risk assessment methods for establishments concerned by the requirements of Seveso II Directive. Within this purpose, the paper presents both a set of recommendations dedicated to the risk assessment global approaching issue and also the definitions of employed indexes (gravity, propagation flow, vulnerability and management). These recommendations can underlie the development of major accident risk assessment (identification and analysis) methodology and their prevention methods.

**Keywords:** risk, assessment, safety, index, Seveso II.

## **KNOWLEDGE SOCIETY**

- Sofia Elena Colesca, Cristina Alpopi, *Quality of Electronic Government Services. A Fuzzy Analysis*

**Abstract:** The Romanian public administration is committed irreversibly on the path of integration with the European Union administration, being in the position to quickly find solutions to attain the quality of European public services. Thus, the first part of the paper presents an overview of the existing literature in the field of quality of e-government services. In the second part is presented a fuzzy model for evaluating the quality of Bucharest town halls web sites.

**Keywords:** quality, electronic public services, public administration, fuzzy sets.

## **MANAGER'S LIBRARY**

- ASE House of Publishing, Vasile Deac, Florica Badea, Cosmin Dobrin, *Organization, Flexibility and Maintenance of Production Systems*