

**INFO/EVENT**

- *Are Information Security Risks threatening your Business? New and improved ISO/IEC 27005 Standard beefs up Protection*
- *Romanian Award for Quality „J.M. Juran“ returns to date!*
- *„Strategic Agility: Accountable Leadership in Action“, the International ASEBUSS Conference, 4<sup>th</sup> Edition*

**QUALITY MANAGEMENT**

- Ion Naftanaila, Georgiana Andreea Cioana, Adina Andreea Ohota, *Le\_AN\_A and... Master Manole – LEAN Manufacturing Evolution. Operational Stability – The Value Stream Management*

**Abstract:** Companies nowadays feel the need of continuous improvement as a driving force of excellence; however they fail in adopting the necessary means. The success of Toyota's best practices offers them a guiding line in adopting the Lean system in order to satisfy the specific needs of their environments. However, many organizations have implemented pieces of the process, but only few had the initiative or the necessary time to complete it. As a result, a relatively small number of companies have created a sustainable Lean production system.

The present paper comes with the solution of implementing the value stream management as a way to significantly improve production processes in every company. At the same time, this solution strengthens also the aspect of employees' commitment and perseverance in this effort, presenting 8 essential steps to be followed in this respect. This paper is dedicated to the first step, the rest being presented in the next articles.

**Keywords:** Lean, value stream management, value stream mapping, Kaizen, continuous improvement.

- Sorin Gabriel Popescu, Dorin Ionel Tifrea, *Quality Management Systems' Maturity, a Measure of the ISO 9001 Implementation Process*

**Abstract:** Implementing quality, environmental or other standardized management systems can represent a key factor for competitiveness and, in some cases, condition of existence for small and medium enterprises (SMEs). For this type of organizations, known for their limited resources, the expenditure efficiency becomes a critical survival factor. Regarding the quality management systems (QMS), obtaining the conformity certificate alone is perceived as insufficient value adding for the implementation cost, the organizations' expectations being focused on its real performance improvements. The present paper approaches the implementation result as being the performance capacity reached in the certification moment, assimilated here as the maturity defined by CMMI (Capability Maturity Model Integration). The study is based on the data collected from SMEs that recently implemented quality management systems. These data referred to the key organization's processes, to the quality performance before and after QMS implementation, as well as to the consultants' and employees' involvement in the implementation process. The carried analysis led to the several conclusions: systems' maturity, in the way it is proposed by CMMI, can be used in measuring performance capacity gained from QMS implementation; this maturity differs from one organization to another, despite the implementation being made by the same model; there is a correlation between the involvement of employees in implementation process and its result, as seen through the maturity level reached in the end.

**Keywords:** quality management systems, maturity, CMMI, ISO 9001.

- Emilia Brad, Stefan Lucian Pitic, *Driving Process Innovation based on Adaptive Control Schemes and Quality Costs*

**Abstract:** A novel model for driving process innovation in a timely and cost effective manner is introduced in this paper. The model acts on reducing the ambiguity when choosing the most appropriate process innovation projects in a given context. The relevance of each innovation project is underlined, so that resources can be directed in an effective way towards increasing the overall performance of the business process. The model determines process performance through measuring quality costs, and uses the results within an adaptive control scheme for defining and prioritizing effective process innovation projects to reach a given level of process performance in a clear-established time horizon. A simplified experiment has been conducted in a SME to illustrate the validity of the model. Both the model and the related case study introduce new perspectives on leading process innovation and measuring innovation effectiveness in the complex business environment where companies act.

**Keywords:** innovation, process innovation control, adaptive control, quality costs, performance, improvement.

- Constantin Oprean, Claudiu Vasile Kifor, Alex Magdoiu, *Applications of Poka-Yoke Systems in Automotive Electronic Production*

**Abstract:** This paper presents examples of improving the quality figures in automotive electronic production using Poka-Yoke prevention and detection systems. In the first part the paper will offer a theoretical introduction for the Poka-Yoke concept. The main part will present an analysis, where based on quality figures the weak spots of an electronic production line for the automotive industry were identified. Afterwards for the main problems discovered earlier, solutions using Poka-Yoke systems are proposed and implemented. Their efficiency is proven by presenting the quality figures after the implementation phase. Although the automotive electronic production is highly automated and in the last decade more and more complex error prevention and detection systems were introduced, the paper will show that these complex, high cost systems can sometimes be replaced with the basic, simple, low cost and efficient Poka-Yoke systems.

**Keywords:** Poka Yoke, error, prevention, detection.

- Nicoleta Barbuta-Misu, Radu Stroe, *Risk Management of e-Banking Activities*

**Abstract:** Rapid spread of electronic banking services all over the world was generated, mainly, by the cost effective of delivery channel, the technological innovations and competition among existing banking institutions. The rapid and continuously development of e-banking presents both risks and benefits. Banks should be aware of these potential risks and must apply risk management strategies to remain profitable, that is to be successful in the acceptance and use of these new services by the beneficiaries. Thus, this paper presents a set of risks that can be a guide to control the identified risks, both the traditional risks (credit risk, liquidity risk, interest rate risk and market risk) and the new ones specific (strategic risk, operational risk, reputation risk and legal risk).

**Keywords:** e-banking, risk management, security.

- Vasile Deac, Gheorghe Carstea, Alin Ionut Dumitrescu Dragan, *Strategy and Competitive Advantage V. Competitive Advantage – Invincible Weapon in the Fight to the Competition (I)*

**Abstract:** In a competitive competition, the place that a company will take vs. competitors is determined by the strategic competitive advantages that the company will be able to develop. Developing a strategic competitive advantage means either providing a value comparable to the competition or even higher, but at a lower price (only possible under conditions of lower costs) or providing a greater value of the products and maintaining of this position through their differentiation .

The cost advantage requires the discovery and exploitation of all possible sources of cost advantages from the company for obtaining the higher margins to the average costs beyond that of competitors. This would allow the company to apply a strategy of low prices and thus dominate the sector.

**Keywords:** competitive advantage, cost advantage, differentiation, relevant costs, irrelevant costs.

- Cezar-Petre Simion-Melinte, Daniel Constantin Jiroveanu, *The Particularities of Project Quality Management*

**Abstract:** The project quality is one of the key parameters that define its success or failure of project quality management includes all processes necessary to ensure that the project will meet the requirements for which it was initiated. Project quality management methods and techniques apply to projects in all fields but measuring quality products made by a specific project depend of each sector. Quality management project consists of three processes of quality planning, quality assurance and quality control. Quality costs of poor quality projects can be caused by the removal costs of errors, non-compliance and deviations from the expected profit de-creases the project, but also of quality costs (the costs involved in quality assurance).

**Keywords:** management, quality, project, cost.

## ENVIRONMENTAL MANAGEMENT

- Andreea Mitroi, Ana-Maria Grigore, *Specific Methods of Environmental Management Accounting II. Material Flow Cost Accounting*

**Abstract:** The EU standards regarding the environment and also the economic environment and its changes caused by the global crisis are some of the reasons for what the Romanian companies will need more and more a specific system for accounting and report the environmental costs.

The aim of this article is to present a particular environmental management accounting method, Material Flow Cost Accounting, and to apply it in the chemical industry, starting from another basic method, Material Flow Balance.

**Keywords:** Material Flow Cost Accounting, environmental management accounting, Material Flow Balance.

## FOOD SAFETY MANAGEMENT

- Angela Tarabella, Barbara Burchi, *The Role of Nutritional Claims to improve Consumer Choices: an Overview on "Light" Food Products*

**Abstract:** During the last decade, food industry has always been very dynamic, due to the necessity of the supply to meet the changing and the increasingly innovative requirements of the demand. In particular, the new quest for low-calorie foods that emerged in the second half of the twentieth century was readily met by the introduction of reduced-calorie foodstuff that, unlike other categories of products, have been showing an increasing sales trend.

In the present work, after analysing the specifications of the „light“ food products, we have focused on the analysis of the nutritional messages that are often used in trading foodstuffs, according to the most recent European regulatory evolution. From a survey conducted among several department stores, it has emerged that the use of nutrition claims is not always adequate to support the customers' purchase decisions. Moreover, the results of this study show that the foodstuff labels can often be misleading, even when the nutrition claim is made in accordance with law. As a matter of fact, the nutrition information's full correspondence with the Regulation's requirements for the application of the „light“ label does not ensure the consumer will actually receive the necessary information. In some cases, misinterpretation is due to labelling omissions, and to enhancing features that emphasized benefits that are not scientifically proven. Besides, the consumption of light products influences nutrition education with negative repercussions on the eating habits because it may lead to wrong behaviours.

**Keywords:** light foods, claims, nutritional labelling.

## OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT

- Monica Crinela Babut, *The EU and National Legal Framework on Control of Major Accident Hazards involving Dangerous Substances*

**Abstract:** Following the occurrence of several industrial accidents with catastrophic consequences, which have had a serious public impact, the EU level decision factors have continuously adopted and developed a legal framework aimed at major accident involving dangerous substances hazard control. From this viewpoint, the paper has as goal to

achieve a brief analysis of the following aspects: the way of birth and evolution of the EU regulations in this field of concern, the way of their transposition within the national legislation (main and subsequent legislation, application guides), general and specific requirements imposed to the operators and competent authorities according to Seveso II Directive. Particular attention was given to the changes envisaged through the effect taking, from 01.06.2015, of Seveso III Directive, being analyzed the impact of the CLP Regulation requirements on the present structure of the risk analysis and evaluation process, for a Seveso – type site.

**Keywords:** hazard, major accident, legal framework, Seveso Directive, CLP Regulation.

## **CONFORMITY ASSESSMENT**

- Corina Ene, *Current Guidelines at European Level in the Context of Revising the General Product Safety Directive*

**Abstract:** The paper deals with the constantly of present interest issue of non-food product safety for consumers, which is a fundamental requirement that should be a prerequisite for the presence of goods in the market. At European level, efforts aimed at monitoring the market tend to be more consistent and coherent, the main objective being to ensure proper functioning of the internal market, with respect to the safety and quality of products.

Drawing key-elements in terms of essential European legislation in this area, this paper presents the coordinates of the General Product Safety Directive revision, highlighting current challenges and future steps necessary to minimize risks associated with use of unsafe products.

**Keywords:** product safety, market surveillance, General Product Safety Directive, revision.