

INFO/EVENT

- *ISO has published Six Sigma Performance-Improvement Methodology*
- *Management Systems in Public Administration*

QUALITY MANAGEMENT

- Mihail Jițu, Constantin Oprean, Daniel Grecu, *The Identification of the Customers' Requirements in the Knowledge-based Organisation*

Abstract: Both the car production and car service industries lay a major importance on the analysis of the concepts specific for the assurance of their customers' satisfaction. The alert rhythm of the technological development, the fast enhancement of the commercial exchanges, the revival of national and international cooperation in various fields lead to the necessity for the service providers within the car industry to arrange for special partnerships with their customers, which should be based on clearly defined rules and mutual respect of the partners. Starting from the indicators that measure the customers' satisfaction, the current study provides a practical application of the concept of customers' satisfaction. Nowadays, at a time when car sales no longer bring about spectacular incomes, the interest of the shareholders has moved to the activity of servicing.

Keywords: knowledge based organisation, quality management, customer requirements.

- Nicolae George Drăgulănescu, *The Team Spirit as an Essential Requirement in order to get Effective Continuous Improvement Processes*

Abstract: According to some studies, a lot of cultural obstacles are hindering today, within Romanian companies, the enhancement of their competitiveness. Sometimes, their effect is much more important as the very „common“ obstacle of the lack of financial resources, because they are generating resistance to change and are hindering the quality management development within them. Many of these obstacles are characterizing some other Romanian organizations, including local and central public administration, universities, employers, trade unions, non-governmental organizations, etc.

This paper shows some of the most important cultural obstacles within Romanian companies (as „Romanian standards“, i.e. counterproductive mentalities, attitudes and behaviours of companies' people) as well as, comparatively, the proactive mentalities, attitudes and behaviours according to the today „European standards“. But the root causes of these obstacles are some counterproductive spirits...

Keywords: quality management, motivation for quality, social psychology, attitudes, behaviors.

- Tünde Szabó, *Evaluation of Quality Management Systems Efficiency by Performance Indicators on Personnel*

Abstract: Performance evaluation of public service organizations is a pre-condition to any effort of improving the management of public services. This performance in any government and in any country is achieved with performing managers and remarkable employee's performance. The employees recruitment is a key issue whereas persists negative influence of political factor. In public services, is considered of major importance, the introduction of performance indicators to measure the following components of quality: timeliness and adaptability, accessibility, availability, reception quality. To highlight these considerations, the starting point of the present study, is the civil servant concept and the features of this status. The basic instrument used to assess staff performance in the „Muzeul National Secuiesc“ museum is a questionnaire, through

which statistically processed data is trying to emphasize the importance of assessing performance, setting employee skills, loyalty, elements that are facing problems in the institution that wants good results.

Keywords: civil servant, performance indicators, staff satisfaction, level of competence of staff.

- Ionela Carmen Pirnea, *Considerations on the Use of Balanced Scorecard as a Basis for Implementing Performance Management Concepts and Techniques*

Abstract: The Balanced Scorecard, defined by Robert Kaplan and David Norton, offers a strategic approach for improving business performance riding it. The model has emerged as a result of the limits of organizational performance assessment system based on financial indicators and proposes the use of non-financial indicators, along with financial ones. Balanced Scorecard has evolved from being a tool for measuring performance at a strategic management system and then the change management tool. Performance of the organization is currently addressed not only economically but also socially and environmental protection requirements. In this context, the paper highlight the results of an analysis made by the author on this model can be improved by integrating sustainable development principles, looking surprised by the concept of Sustainability Balanced Scorecard.

Keywords: Balanced Scorecard, sustainability, performance management, indicators.

- Vasile Deac, Gheorghe Cârstea, Alin Ionuț Dumitrescu Drăgan, *Strategy and Competitive Advantage V. Competitive Advantage – Invincible Weapon in the Fight to the Competition (II)*

Abstract: Differentiation is, in essence, to give to buyers the feeling that the product is unique. This generates a return over the average of the competitors if it allows the company to benefit from a premium in relation to market price. A company seeking to differentiate themselves will have to carefully select product attributes that it wishes to improve in order to pass „the original test“. In the actual fierce competition stage, when companies have minimized costs, attention is given increasingly to a greater differentiation, seen as an opportunity to obtain competitive advantage and therefore the survival of the company.

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

- Ion Năftănăilă, Ionel Năftănăilă, Georgiana Andreea Cioană, *Le_AN_A and... Master Manole – Lean Manufacturing Evolution. The Value Stream Management. Step 2: The Selection of Value Stream with the highest Potential for Improvement*

Abstract: The present paper continues the series entitled „Value stream management“ started in the previous issue, where we presented the first of the eight steps used for the improvement of the production processes in companies through the means of this methodology – value stream management. In the current issue we address the concept of value stream, several ways of identifying value streams, the PQ and PR analysis as the main tools, as well as other aspects related to the selection of those value streams that have the highest potential for improvement (the second step).

Keywords: value stream, value stream management, product quantity (PQ), product routing (PR), Pareto analysis.

ENVIRONMENTAL MANAGEMENT

- Angela Tarabella, Barbara Burchi, *A Systematic Review of Sustainable Waste Management Systems*

Abstract: The management of municipal solid waste and the associated environmental and social impacts are subject of growing attention in industrialized countries. The decreasing land availability for waste disposal sites and the changing waste composition increase the urgency for finding a sustainable solution to the waste issue. Then, the role of separate collection is fundamental. Anyway, recent researches have shown that a rate

of material recycling beyond 50% implies higher costs. Therefore, a more sustainable Municipal Solid Waste (MSW) management system should integrate various technologies and provide for uncertainties that may exist. In literature, many studies have been conducted to this purpose but, sometimes, they don't adequately cover all the variables that can affect the object of study. The paper aims to make clear on the sustainability – triple bottom line sustainability – of waste management alternatives through a deep systematic review of national and international literature on waste management systems empirical studies. Main findings proved that technologies and different forms of exploitation of waste can be properly compared after introducing some correctives such the scarcity value of landfill and the commensurate level of material recycling.

Keywords: Municipal Solid Waste (MSW), waste issue, waste management system, sustainability.

FOOD SAFETY MANAGEMENT

- Mario D'Amico, Giovanni La Via, Giuseppe Di Vita, Iuri Peri, *Quality Agro-Food Production in Sicily*

Abstract: The driving force behind European food policy as regards quality produce is embodied through the development of human, material and environmental resources and the diversification of economic potential above all in the more disadvantaged rural areas. The evolutionary curve of agricultural policy inherent to quality produce has, over the last 50 years, achieved significant objectives directed at improving agricultural food production.

This study aims to verify the basis of the quality food produce on offer per category and geographical area of production, and furthermore to delve more deeply into certain aspects of Sicilian 'traditional' foods.

This research, carried out on the quality food produce available, will concentrate on agricultural food produce labeled PDO (Protected Designation of Origin), PGI (Protected Geographical Indication) and TSG (Traditional Speciality Guaranteed), on wines labeled DOC (Vino a Denominazione di Origine Controllata), DOCG (Vino a Denominazione di Origine Controllata e Garantita) e IGT (Vino a Indicazione Geografica) and on traditional produce (TP), highlighting the significant potential in multi-functionally activating traditional produce and how this might contribute to the long-term economic development of late-developing areas.

Keywords: agricultural food quality, traditional produce, Sicily, competitiveness.

OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT

- Roland Iosif Moraru, Gabriel Bujor Băbuț, Monica Crinela Băbuț, *Occupational Health and Safety Integration in Business Management: A Meta-Analysis*

Abstract: Occupational Health and Safety (OHS) management best practices and systems are well known among the leading companies. Unfortunately, they are generally not applied systematically and thus, advances are needed in terms of concepts and methods to ameliorate this state of affairs. The way an OSH management system is implemented is very important. The literature review and critical analysis included in this paper reveals that effective OSH management, integrated into an organisation's overall management and business, is one of the main success factors to ensure improvements in workers' health and safety. Without a systematic and genuine integration of OSH into the general management of the organisation it is not possible to develop a preventive approach. This aim of this paper is to provide evidence of the importance of systematic risk management and guidance on how OSH can be incorporated into general business management, thereby achieving safer and healthier working environments and better general organisational performance.

Keywords: occupational health and safety, management system, integration, performance.

MANAGER'S LIBRARY

- The Romanian Foundation for Quality Promotion, *Joseph Moses Juran' Articles. Anthology*

- ASE House of Publishing, Paul Bran, *The Financial-Monetary Dimension of the Enterprise*