

QUALITY-access to success, nr. 123 (4-August)/2011

INFO/EVENT

- *ISO launches ISO 50001 Energy Management Standard*
- *ISO 50001 Energy Management Standard impacts the Bottom Line*

IMPACT

- *Georgeta Bucsan, Manager-on-driftage.ro 3. Survivors of the Depression – arrived at Shore*

QUALITY MANAGEMENT

- *Emilia Brad, Metrics to Assess Process Effectiveness in the Context of Quality Management Systems*

Abstract: Quality management systems aim to increase process capability of an organization to deliver the expected quality to the customer. Major benefits usually occur when the quality management system reaches a high level of maturity. Engagement of the whole organization for continuous improvement of the quality management system is crucial in this respect. Adequate approach of this demarche involves foundation and monitoring of an optimal set of effectiveness-related indicators of the organizational processes. This paper highlights some essential aspects in defining the favourable framework for improving on real bases the quality management system. Theoretical issues are sustained with examples extracted from the quality management system of a software company.

Keywords: process performance measurement, process capability, quality continuous improvement, quality management, ISO 9001, quality management system maturity.

- *Diana Pitic, Mihai Dragomir, The Contribution of Quality Management Systems in the Orientation towards Excellence of Romanian SMEs*

Abstract: This paper describes a study conducted on Romanian SMEs regarding the implementation of a quality management system and its contribution in obtaining good performances within the EFQM business excellence model. The authors describe the current state in this research field at an international level and the premises that triggered the development of the research. The research methodology and the actual research that has been done, highlight the current state of implementation of a quality management system and the criteria of the EFQM model for which implementing such a system has proven to have significant contributions to achieve good performances by Romanian SMEs.

Keywords: quality management system, excellence orientation, SMEs.

- *Numan M. Durakbasa, Gökçen Bas, Herbert P. Osanna, Jorge Martin Bauer, Sustainable Management Systems of Quality, Energy and Environment in Industry*

Abstract: This study presents a sustainable management model of an industrial plant established with an approach of integrated management system of quality, energy and environment. The challenge of sustainable development in the industrial sector concerning projected increase in the energy demand, environmental impacts, reliable and high quality production focuses on pathways to more efficient, cost-effective and competitive operation. With the advent of a sustainable management model, an integrated framework of the standards EN 16001, ISO 9001 and ISO 14001 is adopted in a model of an industrial plant creating a mechanism to identify the quality, energy consumption and greenhouse gas (GHG) emission data as the key performance indicators in our study. The modeling and the simulation of the process are evaluated by process management software providing practical solutions to the industry and moreover contributing to the progress of the sophisticated management strategies.

Keywords: sustainable management, integrated management, process management

software, quality, energy consumption, greenhouse gas emission.

- Doina Constantinescu, Razvan Constantinescu, *A Proper Management System for Sustainable Development of Economic Organizations*

Abstract: In a dynamic economic environment the companies have to focus themselves towards the achievement of sustained success, which includes the satisfaction of all the interested parties' requirements and expectations. In our opinion, the achievement of this objective is possible by implementing a complex management system which combines the Total Quality Management and Strategic Management principles and in the current article we are introducing the conceptual model we have developed for it.

Keywords: sustained development, stakeholders, quality management system.

- Ion Naftanaila, Adina Andreea Ohota, *Le_AN_A and... Master Manole – LEAN Manufacturing Evolution. Operational Stability – The Foundation of Efforts to Improve*

Abstract: This material shall not present chronically specific problems of instability that can appear in connection with: technical or very specific disciplines, customer or supplier's specifications, unique circumstances or conditions. But it will concentrate on the 80-90% of the general problems of stability that we either can control or major influence in our daily operations. All the companies have learned in the first place that is first a need of stability, and only after it can have success with more sophisticated elements. This material presents preconditions necessary to be fulfilled to ensure the success of the improvement efforts: relatively few problems during equipments' operation, available materials with few defects, and a strong supervision at the production line level.

Keywords: continuous improvement, total productive maintenance, operational stability.

- Vasile Deac, Gheorghe Carstea, Alin Ionut Dumitrescu Dragan, *Strategy and Competitive Advantage IV. Strategic Analysis of the Competition*

Abstract: The strategic analysis of competition involves investigating of all aspects that have a bearing on the intensity of competition within an activity field, namely the correct identification of the company's real competitors, strategies, strategic objectives, their strengths and weaknesses. The conclusions from this analysis will allow the company the foundation's strategic options and modalities of action necessary to ensure the competitive advantage of the competition.

Keywords: direct competitors, indirect competitors, competitive advantages, strategic groups, mobility barriers.

- Alina Filip, *Contribution of Internal Marketing to increasing Employee Satisfaction, improving Service Quality and strengthening Business Relationships*

Abstract: The behavior and performance of employees are essential in developing customer relationships. Any company that aims to achieve customer satisfaction and loyalty should understand the importance of developing an internal marketing strategy, designed to optimize the performance and productivity of human resources. The strategic relationships developed by organizations with their customers, suppliers and other relevant external stakeholders are generally recognized in the economic literature to have a significant influence on market share, profitability and business stability. More recently, a great number of academic sources highlight the need of an employee oriented business philosophy, whose motivations and job satisfaction ultimately determine the level of service quality offered by the company to the external target.

Keywords: internal marketing, employees, customer relationships, satisfaction, loyalty, service quality.

- Lelia Voinea, *Mutations in new Consumer buying Behaviour*

Abstract: In recent years we have assisted to an emergence and rapid growth in economic importance of new type of consumer – the New Consumer – whose attitudes, aspirations and purchasing patterns are different from those from the past. Since the New Consumer largely exhausted the things he needed to buy, he is becoming increasingly interested in finding opportunities that would make life more rewarding. In this respect, the New Consumer is now turning his attention to the original, innovative and distinctive products, which may claim to be authentic in some way. The paper draws out a portrait of New Consumer, highlighting its main features, derived from the permanent search for authenticity, which distinguished itself from so-called traditional consumer. This work doesn't do an antithetical characterization of the two types of consumers, but shows the main poles where their behavior swings. Also, the paper analyzes a series of mutations that occurred in New Consumer's behavior on the background of economic crisis.

Keywords: consumerism, consumer behaviour, the New Consumer, economic crisis.

ENVIRONMENTAL MANAGEMENT

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

Abstract: Identifying, calculating and allocating environmental costs of pollution centers, process or pollutant product tends to gain increasing importance due to their impact on the company profitability. In order to integrate environmental costs in the production cost, several specific methods have been developed, like Material Flow Balance, and Material Flow Cost Accounting which have a general applicability. In the context of the emergence and increasing importance of the environmental standards, each company should choose the most appropriate method for assessing environmental impacts and environmental cost accounting method, customized to its specific activity. The paper illustrates how Material Flow Balance can be used in assessing the environmental impacts in the chemical industry, analyzing its benefits.

Keywords: environmental costs, input/output analyze, Material Flow Balance, Environmental Management Accounting.

ENERGY MANAGEMENT

- Stefan Ungureanu, *Case Study on the Management of an Organization's Energy Issues (II)*

Abstract: Main objective of energy management applied in an organization is to ensure a judicious and efficient use of energy in order to increase profit by reducing energy costs, thus ensuring more competitive organization.

The article presents a case study for the identification and analysis of energy issues, identify opportunities for improving energy efficiency and establishing an energy management program to achieve energy objectives and targets in a sector with a considerable energy consumption, such as that of a service organization for producing and distribution of carrier for heating and hot water, namely Urban Heating Station Buzau.

Keywords: energy, management of energy issues, heating station, heat energy, electricity.

FOOD SAFETY MANAGEMENT

- Floarea Serbancea, Teodora Casulschi, *Computerized monitoring of HACCP System from the Dairy Industry*

Abstract: In recent decades food chain has been complicated by the exponential development of processing methods driven by computerization and automation of processing technologies, equipment modernization and diversification of food. In this context a set of rules is needed to maintain an acceptable safety standard in the food sector. The implementation and operation of quality system in the food industry require large amounts human and financial resources. Operating expenses can be reduced by using an integrated monitoring system, operating on a software system.

Keywords: quality assurance, system quality, food safety, HACCP and ISO 22000 software.

OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT

- Roland Iosif Moraru, Gabriel Bujor Babut, *Ethics and Stakeholder Involvement in Occupational Risk Management (II)*

Abstract: There is always an unexplored ethical dimension over and above the list of causes of occupational accidents. This results in a cascade of bad decisions being taken at the organizational, human and technical levels, which cause tragic accidents, often with loss of human life. To manage risks properly, it will not only be necessary to develop techniques but also to develop processes, at the personnel level as well as at the organizational level, which will take human nature into account. Appropriate mechanisms will also have to be set up to reconcile „public interest“ and „risk management“. It will thus be necessary to define, implement and improve a series of processes and most importantly, provide guidance to managers. It is necessary to continue improving the risk analysis methods, to continue training in the field of risk management for numerous stakeholders, to rein-force legislation on risk management and most importantly, to base risk management on ethical principles. The paper discusses values and principles applied in safety decision-making and actions. However, there is no straightforward answer to what is safe enough. Therefore, the purpose of this paper is to present some alternative and supplementing lines for reasoning around some fundamental questions of occupational health and safety management in Romania.

Keywords: ethical principles, decision, stakeholder, accident prevention, risk management.

MANAGER'S LIBRARY

- AGIR House of Publishing, Ovidiu Tutuiianu, *Environmental Performance Evaluation and Reporting. Environmental Indicators*