

## QUALITY MANAGEMENT

- Albert Weckenmann, Teresa Werner, Gökhan Akkasoglu, *Facing the Challenges of Engineering in Quality Management*

The economical success of an enterprise is mainly based on its ability to meet the demands of the market. During the last century of industrialisation, here a fundamental change has taken place from a provider-driven market, where customers chose the best products out of the offered good regarding cost-benefit-ratio, to a customer-driven market, where the offered products and services have to fulfill the specific demands of the customers. Regarding engineering tasks, this change shows up most evidently in the increased importance and speed of product development, resulting in an equally high development rate of manufacturing techniques and its related processes. In order to fulfill these new demands efficiently and in a sustainable sound way, adequate procedures of quality management have to be applied. Thus, the development of techniques for quality management is a key factor to mastering the oncoming challenges. On the one hand, methods to control and support the quality of development processes themselves are needed. On the other hand, methods are required to prepare the employees for the rapid change and enable them to participate actively in innovation processes.

**Keywords:** quality management, engineering, innovation, life long learning, development processes.

- Ion Năftănăilă, Ionel Năftănăilă, Georgiana Andreea Cioană, *Le\_AN\_A and... Master Manole – LEAN Manufacturing Evolution. Value Stream Management. Steps 3 &4: Training about Lean and Mapping the Current State*

The article continues to present the value stream management with steps 3 and 4 (training about Lean and mapping the current state). First of all we describe the main concepts grouped on the three stages of Lean application – demand stage, flow stage and leveling stage. Finally we introduce the current state map, describing the main elements of this procedure.

**Keywords:** Lean manufacturing, value stream management: steps 3&4, training about Lean, mapping the current state.

- Tudor Pendiuc, *Critical Perspective of the Ways of Performing Internal Auditing within the Local Public Entities, according to OMPF no. 946/2005*

MPF Order no 1649/2011 amending and supplementing MPF Order no 946/2005 for the approval of the Code for internal control, containing the management/ internal control standards with public entities, and for the development of the management control systems, was published in the Romanian Official Gazette, Part I, No 140, dated February 24th 2011. The issuance of this legislative act covered the gap caused by the lack, by that date, of a clear idea regarding the meaning of the concept of internal control, as well as the lack of some internal control standards in full compliance with the general principles of good practice that make up the community acquis in the field of internal control.

**Keywords:** OMPF 1649/2011, internal control, standards, code, public institution.

- Vasile Deac, Gheorghe Cârstea, Alin Ionuț Dumitrescu Drăgan, *Strategy and Competitive Advantage VI. Strategic Internal Diagnostic*

The conclusion of the internal strategic diagnostic should not be “we know how to do this” but “how we do it in relation to main competitors, based on the requirements imposed by the environment”, the objective of this diagnosis being determination of the strengths, weaknesses of the company and its distinctive competencies.

Identifying of the strengths, weaknesses and of the key success factors will allow the

company, on the one hand, to bring remedies to the likely aspects that may compromise its future development, and on the other hand, to build the strategy based on its distinctive competence.

**Keywords:** strategy, competitive advantage, diagnostic, strengths, weaknesses.

- Steliana Cojocariu, *A Study related to the Evaluation of Hospitality SMEs Leadership Process in Romania*

The paper presents the results of the survey, undertaken for identifying solutions for improving the leadership process for the hospitality small and medium enterprises in Romania.

The questionnaires were applied to 46 accommodation and catering facilities (hotels, villas, guest houses, hostels and restaurants), aiming to identify the most important problems concerning their activity.

The survey was undertaken between 2007-2008, within a research project which had as main objective the increase of knowledge and identification of sound solutions for approaching at superior parameters the conflicts and multiple constraints of the leadership processes, specific to Romanian SMEs.

**Keywords:** leadership, SME, processes, business system, hospitality services, Romania.

- Claudia Maria Oprescu, Emil Militaru, *The Improvement of Employee Performance by the Implementation of Motivational Strategies*

This study aims to explore the relationship between motivational strategies and performance in the workplace. The relationship between the two is also mediated by job satisfaction in our study. In order to investigate this relationship, we conducted a survey among the 34 employees of an advertising agency, in which we investigated which were the main motivators for the employees and how satisfied they felt with these aspects in their current workplace. Then, we proposed a series of HR measures derived from the findings in the survey, whose objective was to boost motivation and as a result, performance. Finally, we evaluated the performance based on targets at the end of the year in which the study was conducted and we compared the results to those of the previous two years. We discovered an increase in performance, which led us to conclude that motivational strategies in accordance with employees' needs lead to increased performance in the workplace.

**Keywords:** motivation, performance, job satisfaction, strategies, key performance indicators, balanced scorecard.

- Lidia Niculiță, *Analysis of Quality Management Processes in the Universities*

This article presents the analysis of an intelligent management system for education and research quality management in the high education institutions, based on methods and procedures that turn high education into a process based on knowledge, measurement, evaluation and continuous improvement of the quality of research and training processes.

**Keyword:** quality management, high education.

- Rodica Minciu, Delia Popescu, Mihaela Pădurean, Remus Hornoiu, *Integrated Management of Tourism in Protected Areas – Vector of Quality and Sustainability*

Tourism in protected areas is now one of the most sought-after and popular forms of holidays due to its advantages seen from the perspective of sustainable development and tourist consumers' satisfaction.

Doubtlessly, excessive development of tourism in protected areas can have a negative impact on the environment, and therefore scientific management is necessary. Literature and practical experience of some countries offer a series of models in this respect.

Another aspect concerns the fact that protected areas are located near residential areas or they overlap with them, which increases the management requirements. Against this background, we can speak of an integrated management, implemented inside and outside of protected areas, aimed not only at ensuring proper management of resources/attractions and visitors but also a positive impact on surrounding areas and, in

a broader perspective, on the regions which it integrates.

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**Keywords:** integrated management, protected area, the typology of protected areas, management objectives, the quality of tourism, methods/models of integrated management.

- Ilinca Hotăran, *Possibilities to achieve Competitive Advantage through Quality Management*

The research is based on organizational necessity to obtain competitive advantage on the market and on the key factors necessary to reach this target. Methodologies and continuous improvement techniques of quality management are a starting point in this process. These are viewed from a dual perspective, both as classical methodologies with central elements known at organizational level as well as an innovative perspective that considers news in the field and methods proposed for increasing the competitive market position. Elements analyzed in this paper, the flow of information, methods of quality management implementation and new organizational learning skills consider the ultimate goal of any activity: the client. Customer's satisfaction levels the income, being as well the primary and the final element of extended value chain, as is discussed in the article.

**Keywords:** continuous improvement, competitive advantage, total quality management, information, knowledge.

- Dimitrios Kanellopoulos, *Quality-Oriented Human Resource Management in the Health Care System*

The health care system is one of the most important systems of human society. The quality offered by this system is crucial to ensure a high level of population health and, in particular, to ensure the proper function of social and economic systems.

Human resource is probably the most important resource available in health care, because, by its quality is largely ensured the quality of the whole system. This paper aims to highlight the importance of ensuring a high quality of human resources and the need to implement a quality management system for managing human resources in the health care system.

It will be used towards the analysis, specific elements of total quality management system, elements of human resources management and the elements of health management systems.

**Keywords:** quality management, human resources management, health management systems, total quality management.

## ENVIRONMENTAL MANAGEMENT

- Andreea Mitroi, Ana-Maria Grigore, *Environmental Management Accounting Methods. III. LCA – Life Cycle Assessment*

In the context of the new approaches regarding the environment within the economy, the goal of growing the economic performance must be joined by the goal of growing the ecological performance.

The aim of this article is to present a method which evaluates the environmental impact at a product level, namely the Life Cycle Assessment method, or the LCA method, as well as to underline the advantages that companies would obtain through its implementation. By using Life Cycle Assessment, companies can reduce the environmental impact of products in their entire life cycle, preserve their resources and ecosystems, optimize the recycle methods or identify the most efficient ways of pollution prevention through the identification of major environmental impact areas of a product or process.

**Keywords:** Life Cycle Assessment, environmental management accounting, ISO 14000 family.