

### INFO/EVENT

- *Personal Health Data better protected by ISO/TS 14265:2011 Standard*

### IMPACT

- *Implementation of QMS – Considered a Necessity Understood Challenge!* Interview with Ion Potârniche, General Manager of ICPE ACTEL
- *Georgeta Bucşan, Manager-on-driftage.ro. What Mr. Iancu Dănuţ didn't know about Teamwork*

### QUALITY MANAGEMENT

- *Sorin Gabriel Popescu, Adriana Andreea Petruş, Risk Analysis Methods in Project Management. Critical Analysis*

Project based management has become a current concern for main economy actors under the circumstances of a rapidly changing society, projects representing pillars of stability for organizations in a competitive system (Mowshowitz, 2000). If some organizations use project management occasionally, other rise it at managerial level, the companies' performances depending on the degree to which these projects achieve their objectives. Project activities are accompanied by risks and uncertainty because they involve obtaining further results. Under these circumstances it is important to identify evaluate and control risks during the implementation of a project, therefore risk management becoming an essential issue in planning and implementing projects. The present paper aims to illustrate a structured approach for selecting a suitable risk analysis method. To this end, the authors identified techniques and methods used for identifying and analyzing risk, comparing them through an evaluation criteria established by the authors. The results of this study highlight the importance of project requirements that reflect the specificity of project, characterized by regulations, stakeholders, their requirements in various stages of project life cycle and also, the importance of general requirements imposed by methods, such as qualification of personnel performing the analysis, afferent cost and time, objectivity and accuracy of analysis.

**Key words:** risk analysis methods, projects, risk management.

- *Ion Năftănilă, Ionel Năftănilă, Georgiana Andreea Cioană, Le\_AN\_A and... Master Manole – LEAN Manufacturing Evolution. Value Stream Management. Step 5: Icons used in Mapping the Current State and Identifying Lean Metrics*

In this article we continue to present the value stream management with step 5 (identifying Lean metrics), previously describing the main icons used when drawing the current state map. We will introduce the main metrics used to compare the results of the Lean transformation process with the established objectives – lead times, uptimes, changeover times, cycle time, days of inventory on-hand, inventory turns, total value stream work-in-process, first-time-through capability, overall equipment efficiency, on time delivery, sigma level, health and safety record. After performing the analysis of these metrics at company level, we propose an assessment that will help the implementation team identify those areas where they should focus their improvement efforts.

**Keywords:** Lean manufacturing, value stream management: step 5, Lean metrics, Lean assessment.

- *Bogdan Mocan, Performance Planning of Arc Welding Robotic Systems using Specific Tools for Quality Planning and Systematic Introduction of Innovation I. Identifying the Arc Welding Robotic System Performance Characteristics*

Traditionally, the studies dealing with the robotic gas metal arc welding (GMAW) focus on the correlations between the technological parameters, regarded as input values and the characteristics of the arc welding, represented by the output or quality parameters. Such approaches look at the final product in terms of the geometry of the welding bead and the mechanical properties of the welded joint only from the point of view of correlating the technological parameters of the welding regime without taking into account the system as a whole (for example, the robotic system, the clamping and fixing devices, planning the trajectory of the robot, designing the edges of the welded elements, etc.) on the final result. This is because it is difficult to understand the influence of the component parts on the quality and the productivity of the process and, at the same time, due to the complexity of the design of such a robotic welding system.

With this article (part I and II), the author intended to create an original approach to the way in which robotic GMAW systems are designed and improved; the proposed methodology, which gravitates around the idea of systematically introducing innovations in the solutions, the design and improvement process being directed towards the needs of the stakeholders and those of the process. Part I of the article presents the proposed methodology to increase robotic arc welding system performance and identification of their performance characteristics; so that in Part II of the article the quality planning of the robotic system will be made.

**Keywords:** quality planning, innovation, robotic cell, arc welding, QFD, TRIZ.

- Florica Badea, Vasile Deac, *Qualitative Implication of Production Management and Supply-Chain on the Enterprise Competitiveness*

Whatever the activity sector, the enterprise needs a modern and efficient production management and a functional logistic, which involve bringing the discussion of new principles, which lead to obtaining high quality products, to a better organization of production and to a better manufacturing and sales system. In this paper, we propose to bring into discussion a modern and effective approach of production management philosophy and of logistic in today's enterprise, which, by applying all the principles outlined in the paper, contributes to increase its global competitiveness.

**Keywords:** production management, competitiveness, workflow, MRP, Kanban, supply-chain, Lean Management.

- Doina Popescu, Ion Popa, *Managing Organizational Change and Innovation I. Organizational Change – Anticipative Transformation vs. Abandonment of Change*

The paper presents the need for organizational change and its characteristics. Also, the paper presents reasons for people's resistance to change and causes for organization's resistance to change. The paper presents an example related to counteract resistance to change through anticipative transformation, and another related to the abandonment of change process and effects of these actions on organizational performance.

**Keywords:** incremental change, radical change, resistance to change, anticipative transformation, abandonment of change.

- Ion Verboncu, Amalia Venera Todoruț, *The Organizational Culture and the Model of Academic Ethics*

The paper expresses the importance and impact of organizational culture on quality and the accountability of academic life. We have shown that organizational culture is based on ethical principles, which are identified with concepts such as: awareness, trust, values, responsibility and integrity.

The model of academic ethics presented has as landmarks: social responsibility, ethics policy and key areas of success – the organizational culture, relations with students and involvement in change, organizational climate, a licit behaviour and a scientific-research culture. It was also exemplified, in the scientific research area, the specific elements of this culture and presented the factors that may contribute to the development of culture on scientific research.

It was shown that the university is emerging to a new organizational culture based on knowledge, which decisively determines sustainability and its performances.

**Keywords:** organizational culture, academic ethics, social responsibility, system of values.

- Armenia Androniceanu, *The Impact of Quality Management Implementation within the Romanian Local Public Institutions*

This paper addresses a very important issue for public sector organizations, the quality management services produced and delivered by them. The first part of the paper presents quality management in a broader framework and main approaches known in the literature in the context of changes taking place in the field. The second part of the paper contains the results of an empirical research done in the Romanian local public administration organizations. The main objective of this research was to know how the quality management system and quality standards are implemented. Also sought to find out the human resources perception concerning the impact of the implemented quality management in institutions where they work. The paper ends with conclusions and recommendations to support significant structural reforms in public services that Romanian government needs to integrate the standards of cost and quality of services in order to rich the public interest of the European citizen.

**Keywords:** management, quality, public administration.

## **ENVIRONMENTAL MANAGEMENT**

- Mădălina Silvia Ignatov, *Software Contribution to Environmental Information's Organising. ECOENERG Version 1.0*

Designing and using of Expert System, as appropriate software estimation, modelling and simulation proposed in this paper (ECOENERG), requires the acquisition of information and use all available resources (literature, data from monitoring process, data from the local or national statistics institutions as well as from Environmental Protection Agencies). ECOENERG is able to import databases with different structures (values, text, graphics, and photos) using them in documents, according to user's desire. Unlike other similar existing and complex programs (but expensive) ECOENERG increase the resolution patch 0.1'0.1 km to 10'10 km, is a program with site-specific adaptability through the use of reducing the estimation error in the range of 80% confidence (accepted in ecology and environmental engineering). ECOENERG is using known algorithms and standardized calculation method (CORINAIR) for emissions' estimation, automatically calculating emissions and considerably reducing time for these operations.

**Keywords:** Expert Systems, modelling of environmental impacts, pollutant dispersion modelling, large combustion plants.

- Valerio Temperini, Gian Luca Gregori, Silvio Cardinali, Andrea Perna, *Common Issues in the Development of "Green Marketing" Practices in Tourism. Experiences from Marche Region, Italy*

**Purpose:** This study analyzes the "state of the art" of green marketing and its future prospects in the tourism sector. The concept of green marketing is crucial due to the growing expected importance of tourism in the future of global economy and its potential impact in areas' social-economic development.

**Design/methodology/approach:** We prepared and administered a semi-structured questionnaire (traditional telephone interviews) to 150 hotels located in Marche region (in central Italy). The research was finished by an analysis of the homepages of websites, in order to verify possible references to the steps taken to protect the environment.

**Findings:** A significant part of the respondents believe that eco-sustainability is not an interesting or important issue for their hotel. In a few hotels eco-friendly initiatives have been realized; but these are almost never communicated on the homepage of website.

**Research limitations:** The main limitation is the small number of respondents (38 hotels); another limitation is that marketing skills have not been taken into account. The results achieved open several research questions about the role that marketing could play on the development of eco-sustainability practices in the hotel industry.

**Practical implications:** Hotel managers should analyze their target before, in order to realize appropriate eco-friendly initiatives, because these could be in contrast with tourists' expectations. If efficiency is the main goal of eco-friendly initiatives, hotel managers need appropriate economic evaluation systems. The governance of territories should provide economic support and training (especially for smaller hotels) in order to

develop a destination marketing strategy based on eco-sustainability.

**Keywords:** green marketing, green hotel, accommodation services.

### **INFORMATION SECURITY MANAGEMENT**

- Floarea Baicu, Andrei Mihai Baicu, *Risks Management relating to Information Systems Security. Evaluation of IT Assets*

The paper presents a series of aspects regarding the risk management relating to information security, a central component of the information security management. We insisted to identify and evaluate the assets of any organization as being a first stage of risk management. There are mainly studied IT assets, primary and secondary and there are proposed models and criteria for establish the value of assets in order to establish the impact of their deterioration or loss. The models proposed are quantitative and qualitative and do not consider the inventory value of the asset but also its use value and the losses that the organization might have by its destruction and by the loss of the confidentiality, integrity, availability or of the information processed in the IT system of the organization.

**Keywords:** risk management, risk assessment, assets, assessment criteria, scale of values, impact.

### **MANAGER'S LIBRARY**

- Standardizarea House of Publishing, Nicolae-George Drăgulănescu, *Customer satisfaction – techniques, methods, tools*
- AGIR House of Publishing, Gábor Dimény, *Concepts on quality and its management. Theory and applications*
- Focus House of Publishing, Monica Crinela Băbuț, *Risk analysis and assessment methods for SEVESO industrial sites*