

INFO/EVENT

- *New ISO Standard for Environmental Management Accounting*
- *Romanian Border Police obtained ISO 9001 Certificate provided by SRAC CERT. Interview with Iulia Botezatu, Chief Commissioner of Police in the General Inspectorate of Border Police*
- *Cloud Computing – A Challenge for Business*

IMPACT

- *Ovidiu Dumitru, All about the Metrological Checking and Calibration Procedures*

QUALITY MANAGEMENT

- *Vasile Deac, Mihai Vrîncuț, Qualitative Techniques for Project Management. I. Modern Approaches to the Quality of Project Management*

This article is focused on determining the authors' vision on project management quality and also on listing the main tools that have marked the evolution of this field over time, culminating with the one which we will be referring to during the cycle. Our presentation is focused on tools that improve the management processes encountered during the deployment of projects, rather than on the elements that contribute directly to their final product. Tools such as the Gantt chart, brainstorming, critical path or cause-effect diagrams had a significant impact not only in industrial quality but also on project management.

Keywords: project management, modern qualitative instruments, process quality, product quality.

- *Ion Năftănăilă, Daniela Carmen Lascu, Georgiana Andreea Cioană, Le_AN_A and... Master Manole – LEAN Manufacturing Evolution. Value Stream Management. Step 6: Mapping the Future State*

The present article continues the Value Stream Management series presenting step 6 (mapping the future state). Based on the current-state analysis performed and on the Lean tools described in the previous articles ([2]), we illustrate the process of mapping the future state which is actually a picture of how the factory should look like in the future. We present the mapping of the future state according to three stages: the customer demand stage, the flow stage and the leveling stage. At each stage some improvement methods are proposed to ensure that the issues encountered after performing the analysis of the current state on the factory-floor are eliminated and that the necessary changes are well implemented.

Keywords: Lean manufacturing, value stream management: step 6, future state map, finished-goods supermarket, continuous flow, customer demand.

- *Bogdan Mocan, Performance Planning of Arc Welding Robotic Systems using Specific Tools for Quality Planning and Systematic Introduction of Innovation IIa. Quality Planning of Robotic and Welding Systems using QFD Method*

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, IIa and IIb), 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 IIa of the article presents the quality planning of the robotic and the welding system using QFD method.

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

- Ion Popa, Doina Popescu, *Managing Organizational Change and Innovation II. Reengineering – A Method of Approaching Change*

Reengineering is the answer to the profound changes which mark our society. This implies the rethinking and fundamental reengineering of business processes of the companies with the purpose of radically improving their performance. Reengineering can not be applied to people, but the activity and their way of work can be reengineered, thus resulting new organizational structures which allow the optimal fulfillment of new processes. The method of improving the way in which people work must be evolutionary, not radical. The paper presents the concepts of flex-company and virtual organization.

Keywords: reengineering, evolutionary change, lean organization, flex-company, virtual organization.

- Mihaela Balmoș, *Quality Assurance of Different Potent Drugs Manufacture on the same Technological Line*

In Romania, all pharmaceutical manufacturers must have authorization for manufacturing and good manufacturing practice certificate issued by the National Agency for Medicines and Medical Devices of the Ministry of Health.

The rules of good manufacturing practice (RBPF) have been approved for the first time in Romania in 1999 by the Scientific Council Decision of NAMDM's no. 17/09.12.1999 and the latest revision is 2010.

According to the guidelines of Good Manufacturing Practice (GMP), a manufacturer could not produce a highly active drug in the same technological manufacturing line on producing drugs that do not contain highly active substances, antibiotics, certain hormones, etc.

To be accepted and approved this, the manufacturer must implement quality management system in the manufacture of drugs so that it proved that the same production departments on the same line technology can produce two different potent drugs (highly active and low active), while ensuring quality of the work performed, the manufacturing process involved and the finished product, so that the finished products will meet the purpose for which they were conceived, will be in accordance with the requirements set the marketing authorization and will not expose patients to any risk due to deficiencies on safety, quality and effectiveness.

Research can then implement practical application of quality management system for manufacture of other pharmaceutical drugs belonging to the same pharmaceutical class.

Keywords: quality assurance, cleaning validation, drug, technological process.

- Ioana Gădălean, *Nursing Quality Indicators*

The implementation of a monitoring system is essential in the creation of a quality improvement program. Even in the case of limited resources, one can employ systematic methods in order to monitor care quality regularly. A good monitoring system must adapt to existing situations in the unit that implements it; it must start with defining the most important indicators in order to establish, in time, the most complete set of indicators possible. The quantification of the impact nurses and nursing have on the quality of care-taking processes and on patient evolution became very important in the development of personnel plans based on evidence, in order to understand the impact of nursing and optimize patient evolution.

This study was performed within POSDRU/61577 program.

Keywords: quality indicator, nursing, patient satisfaction.

ENERGY MANAGEMENT

- Andrea Carpineti, *Performance Analysis in the Renewable Energy Sector: the LASER Mission*

The renewable energy sector is playing an increasingly important role in the global economy. Nevertheless, in most worldwide countries there does not exist, to date, a single classification of companies that operate in the field of renewable energy. The growing interest in this topic was the driving force behind the creation, by the Department of Management of the Università Politecnica delle Marche, Italy, of LASER (Analysis Laboratory for the Renewable Energy Sector). The laboratory's objective consists in analyzing the performance of companies operating in the field of renewable energy, both from a quantitative as well as a qualitative point of view. The aim of this paper is to identify a unique methodology for the classification of companies operating in the renewable energy sector and carry out an economic and financial analysis from their performance.

Keywords: renewable energy, performance analysis, laser, renewable power, renewable sources.

FOOD SAFETY MANAGEMENT

- Liliana Mihaela Moga, Daniela-Luminița Constantin, *The Information Technologies in Romanian Agricultural Farms. A Regional Approach*

This paper aims to highlight the connection between the changes occurred in Romanian agriculture, due to the Common Agricultural Policy implementation and Common Market integration, and the progresses on the implementation degree of information technology at the level of the agricultural farms. The survey is based on the information provided by the General Agricultural Census and Agricultural Structure Survey. The information is detailed at the eight development regions level, which allowed a regional approach of the research. Following the survey, there have been determined a number of factors that led to poor penetration of the information technology in the agricultural farms in Romania, with consequences on the quality of farming management and, hence, on the economic results.

Keywords: agricultural farms, information technologies, management, development regions.

OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT

- Gabriel Bujor Băbuț, Roland Iosif Moraru, Monica Crinela Băbuț, *Human Reliability Analysis within the Occupational Risk Management Context*

The risk analysis and management in a working system represents the starting point and, at the same time, a scientific basis to establish priorities in the field of occupational injuries and illnesses prevention. The usual risk analysis and management tools are allowing the achievement of proper results, but they are not applicable in all the practical situations, due to the presence of human factor, who can not dispose of a constant "reliability" because he is submitted to temporal and space related restrictions, stress, etc. Within this context, the paper aims to assess the feasible ways of integrating the human reliability concept in occupational risk analysis and management. Special consideration is given to presentation of methods can be used for human errors identification and quantification.

Keywords: occupational risk management, risk prevention, human reliability, human error.

INFORMATION SECURITY MANAGEMENT

- Floarea Baicu, Andrei Mihai Baicu, *Risks Management relating to Information Systems Security. Vulnerabilities and Threats in Information Systems*

This paper presents aspects concerning the types of vulnerabilities and threats against the security of information systems, considering all the components of the system: soft, hard, computer media, network, organization, personnel. We proposed quantitative and complex methods for the vulnerabilities evaluation, the probabilities of the threats occurrence and the gravity of the consequences. These evaluations are made for the quantification of levels which will be input data in the risk assessment of the security of information systems. We presented an example for calculating the levels of vulnerability for a real situation from one company were are implemented an information security management.

Keywords: evaluation of vulnerabilities, levels of vulnerabilities, threats, probability class, gravity of the consequences, impact.

MANAGER'S LIBRARY

ASE House of Publishing, Liliana Mihaela Moga, Khalil Md Nor, Nicoleta Mișu, Eugen Mitrică, Radu Ilie Stroe, *Electronic Banking Services in Romania: Challenges, Determining Factors, Models*

TERRA Nostra Iași House of Publishing, Magdalena Turek Rahoveanu (coordinator), Gh. Adrian Zugravu, Carmen Nicolae, Constanța Zoie Rădulescu, *Management of Fish Farms – Effects and Opportunities in the Functioning of Market Food*