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INFO/EVENT

- *New ISO Publications to improve Inspection and Audit Reports*

QUALITY MANAGEMENT

- Aurel Manolescu, Viorel Lefter, Cosmin Dobrin, *Ergonomics and Total Quality Management. A New Paradigm (I)*

This paper approaches the term of quality as a concept that transcends or goes beyond the etymological sense, to become a modern vision of what it should be. Ergonomics, as a preventive or anticipatory discipline, aims numerous issues including organizational quality. The article presents changes in attitude in the fields of quality and ergonomics, as well as new challenges on issues of ergonomics and total quality integration. Significant are the features of modern total quality management and the key changes in ergonomics, through its moving forward to macro ergonomics or organizational ergonomics. The paper highlights issues regarding major conceptual and managerial progress marked by the new paradigm of integrating ergonomics and total quality, including also their management. This leads eventually to a new referential, considerably altered, submitted to explain the organizational performance or competitive success.
Keywords: ergonomics movement, quality movement, ergonomic culture, safety culture, quality culture, ergonomic management, total quality management; macro ergonomics or organizational ergonomics.

- Vasile Deac, Mihai Vrîncuţ, *Qualitative Techniques for Project Management. II. A Modern Approach to the Critical Path*

The following article will look at the classical method for project planning, based on the critical path, emphasizing the difficulties planners who work in multi project mediums face. Although they are useful when working with a particular self-planned project, they raise problems when faced with several projects with the same base resources. This paper proposes as an alternative, the critical chain planning technique.
Keywords: project management, critical path, project planning deficiencies, multi-project planning environment.

- Doina Popescu, Ion Popa, *Managing Organizational Change and Innovation III. Creating an Organizational Culture Favorable to Change*

This paper presents the relationship of interdependence between change and organizational culture, cultural change stages and stages of behavioral modification needed to create an organizational culture favorable to change. This paper presents the directions of action that management should take into account to produce cultural change. Also, the paper presents a representative example of combating resistance to change in the organization.
Keywords: change, organizational culture, behavioral modification.

- Carmen Păunescu, *From Social Responsibility towards Social Entrepreneurship*

Recently, more and more companies integrate social and environmental objectives to build their identity, acknowledging the important role of social responsibility in the process of direct economic value creation. To be socially responsible means, beyond compliance with applicable regulations, in a rigorous and continuous manner, a voluntary and continual concern of the company with investments in human capital, in environment management, and stakeholders' relationship management. The paper aims to investigate multiple conceptions and definitions of social responsibility and social entrepreneurship using an extensive review of the recent specialized literature. Also, to get a clear understanding of the meanings of the two concepts, various good practices of organizations demonstrating social responsibility have been researched, using information available on their web pages and other specialized sites. The paper explains

the determinants that influence the companies' socially responsible behavior and the dimensions of social responsibility. The social entrepreneurship term is also examined through the perspective of the criteria against which the social impact of the company is assessed. Furthermore, the similarities and differences between the two concepts are inquired, as well as the steps that a socially responsible company is to take to become a social entrepreneurial organization. The paper suggests that a company which integrates social and environment objectives into its key processes and its interaction with stakeholders is more likely to be more competitive on the market and to contribute successfully to the sustainable socio-economic growth of the local community in which it operates.
Keywords: social responsibility, social entrepreneurship, companies, social value, social entrepreneurial organization.

- Bogdan Mocan, *Performance Planning of Arc Welding Robotic Systems using Specific Tools for Quality Planning and Systematic Introduction of Innovation IIb. Quality Planning of Clamping (Fixture) System and Robot's Path using QFD Method*

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 IIb of the article presents the quality planning of clamping (fixture) system and robot's path using QFD method.
Keywords: quality planning, innovation, robotic cell, arc welding, QFD, TRIZ.

- Ion Năftănăilă, Daniela Carmen Lascu, Georgiana Andreea Cioană, *Le_AN_A and… Master Manole – LEAN Manufacturing Evolution. Value Stream Management. Step 7 and 8. The Creation and Implementation of Kaizen Plans*

This article concludes the Value Stream Management series during which we proposed a sequence of steps that constitute the guidelines for implementing and sustaining the continuous improvement approaches inspired by lean production. In this article we present the most important issues that companies should take into consideration when adopting lean manufacturing and the process of continuous improvement in particular, referring to the creation of Kaizen plans and their implementation in such a way that all the actions and efforts of the company and of its employees are rewarded in the future. We will refer again, in a structured manner, to the three stages we followed in the description of the earlier steps of this series: customer demand stage, flow stage and leveling stage.
Keywords: lean manufacturing, value stream management – steps 7 and 8, kaizen plans, change, implementation.

- Alina Filip, *Databases – Strategic Tools in Customer Relationship Management*

Creating and maintaining databases with detailed customer information has currently become a feasible objective at a relatively low cost, due to increased progress in the information technology field. Within a company there is a wealth of information located in different departments. Once integrated into a central database, this information will provide a complete and unique customer profile. Information can then be accessed by the company management, sales agents, call center employees, or even by some customers or business partners. Essentially, the ultimate goal is to develop a customized product portfolio and to design appropriate distribution channels and communication techniques, according to each customer particular needs and profitability.
The aim of the paper is to achieve a systematic analysis of content and origin of the information stored in databases, to prove the usefulness of customer information for companies' market activity, to describe how the information can be collected and added to databases and also to highlight the applicability of this information in developing strategies and tools that meet relationship marketing and customer relationship

management principles.
Keywords: databases, data sources, customer relationship, marketing strategies, customer profile, buying behaviour.

- Carmen Nadia Ciocoiu, Elena Mădălina Şerban, *Knowledge Map as a Tool for Knowledge Transfer: the Impact of IT&C Development*

During the past decades, the Information Technology and Communications (IT&C) had an accelerated development and integrated in most human activities. Additionally IT&C spreading determined major changes regarding the knowledge transfer within all the activities domains and mainly within the economic organizations.
The knowledge's positive effects as a resource are appreciated by the business environment, but, in the same time, it has been recognized that its production, storage and transfer is affected by multiple risks. In the same time, the knowledge should be accessible to those which need to work with them, which is implying investments into knowledge transfer tools, considering all the specific advantages and disadvantages. The so called knowledge maps are among the knowledge transfer tools which are the most disrupted by the development of the IT&C.
The purpose of this paper is to analyze the need, the advantages and disadvantages of using knowledge maps within the knowledge transfer (as part of the knowledge management) considering the implications of IT&C development.
Keywords: knowledge transfer, knowledge map, IT&C, advantages, disadvantages.

- Liliana Mihaela Moga, *Information System Solutions for the Management of Romanian Small and Medium Sized Farms*

The Romanian market of information solution does not provide products for the small and medium sized agricultural farms. The research aims to solve this problem by working on the main causes which generate this situation – system analysis and design methods by introducing Value Analysis as a design method for the farms' management information systems. This paper identifies the limits of the traditional design methods used to develop the information systems customized for the needs of a certain economic activity, focusing on the agriculture.
Keywords: management information systems, agricultural farms, methodology for information systems design, value analysis.

INFORMATION SECURITY MANAGEMENT

- Floarea Baicu, Andrei Mihai Baicu, *Risks Management relating to Information Systems Security. Assessment Methods for the Risk Level in Information Security*

The paper presents several methods to assess in an organization the risk level concerning information security, qualitative, quantitative and combined methods as well as an original method based on the curve of risk acceptability. This method is mathematically proven by the drawing-up of parallel hyperbolic curves that intersect certain strictly fixed points, which mark the risk levels. All presented methods take into account the utilization value of the asset and the losses that the organization could encounter due to its destruction or effect on the business. Methods can be applied successively during various development stages of the information security management system, as the system security improves, while considering the own needs of the organization at a certain moment and the risk level accepted as tolerable risk. This paper also presents the risk criteria in relation to which the risk level significance is established.
Keywords: risk levels, acceptable risk level, tolerable risk, risk criteria, risk acceptability curve.

- Mirela Gheorghe, *Investment Decision Analysis in Information Security*

The purpose of this paper is that of presenting the economic indicators specific to an investment decision analysis in information security. The motivation for this research originates from the need of having some economic models that will allow the person in charge of making decisions in the field of information security to choose the best

technical solutions with optimum investments. It is very hard to evaluate and measure the benefits generated by the security solutions in the field of IT. The paper will explore the facilities offered by the economic indicators specific to the field, such as the return on investment (ROI/ROSI), the net present value (NPV), the internal rate of return (IRR), the dispersion, the standard deviation and the variation coefficient with the purpose of helping the decision makers accomplish optimum investments for reducing the security risk to an acceptable level.
Keywords: investment decision, information security, return on investment, net present value, internal rate of return.