

INFO/EVENT

- *ISO 22301 – New International Standard for Business Continuity Management*
- *Risk Management – Determining Factor for the Success of the Companies*

QUALITY MANAGEMENT

- Dan Mircea Hedeşiu, Sorin Gabriel Popescu, Mihai Dragomir, *Critical Analysis on Quality Costs Models*

This paper aims to identify and analyze the main models of quality costs presented in the literature of the past fifty years.

The list of forty-three references include papers that have proposed for the first time the models for quality costs, papers that critical analysed them, and papers of synthesis, that have comparative analyse them. The presentation of the mentioned models is summary, focusing on their critical analysis and identification of differences between them. The paper highlights the perennial issues that have kept their presence and importance over time, their structure and content being found as precursors of the cost of quality models in current use.

As a validation of the findings from the bibliographic study, the paper contains an investigation of cost of quality models in use at automotive manufacturing companies of the North-West region of Romania.

Keywords: quality costs, quality costs models review, practical research on quality costs models.

- Andreea Maier, Mircea Fulea, *Concepts Integrating of Quality and Innovation, a Key to Business Excellence*

Awareness, becoming more pronounced in the last decade, of the need for innovation has translated into higher performance management requirements. This paper deals with integrating, in a specific framework, the concepts of innovation and quality, based on a mix between Total Quality Management (TQM) and technology management, research and development (Technological / R&D management) in predicting organizational performance on quality and innovation. This study aims to improve the understanding of the relationship between TQM and innovation, to achieve two major objectives. The first one is related to analysis of the link between TQM and technology management together with management of R&D, thus creating a bridge between quality and innovation, which are often approached separately. The second objective of this study is to analyze the impact of integrating TQM and technology management / research and development with respect to quality and innovation performance, which have been considered as primary sources of competitive advantage. This paper contributes to the development of theoretical and practical knowledge of management of an organization in order to systematically improve the level of innovation and quality.

Keywords: Quality, Innovation, Total Quality Management (TQM), Total Innovation Management (TIM).

- Vasile Deac, Mihai Vrîncuţ, Benjamin Brânzaş, *Qualitative Techniques for Project Management. III.b. Critical Chain – Modern Technique for Planning Projects*

The present article explores in detail the Critical Chain planning method and the way it affects the total duration of a project. Accurate estimation of tasks duration is one of the main prerequisites for an efficient project implementation. Another condition concerns the availability of resources, in terms of removing conflicts between concurrent tasks and limited resources. Similar to the Critical Path, Critical Chain is dealing with time reserves, but these time reserves are handled in a different manner. To "protect" the project delivery date, it is common to reschedule the start of a task earlier, this being facilitated by the elimination of unnecessary time reserves. Planning tasks is executed in a different

way, in order to reduce the number of tasks that start at the same time. Apparently, the project duration will expand, by providing a time reserve for the end of the project, but eliminating inefficient multitasking ensures a substantial economy of time, safe from common time-wasting phenomena that occur in the Critical Path method.

Keywords: critical chain project management, task time reserves, planning scenarios, resource leveling.

- Ion Popa, Doina Popescu, *Managing Organizational Change and Innovation V. Implementation of the Change Strategy*

The article presents both the sources and stages of change as well as obstacles faced by organizations in implementing change strategy. The article emphasizes the importance of developing skills consistent with the chosen strategy for the successful implementation of change to achieve the organizational performance target. To identify and examine the problems that managers are usually faced with in the implementation, at company level, of the strategy, two of the most relevant studies in this field were invoked, namely the Wharton-Gartner and Wharton Executive Education studies. The paper presents the implementation of change within the Phoenix Computers Company.

Keywords: sources of change, stages of change, strategy, change, strategy implementation, change management.

- Liliana Mihaela Moga, *End User Methodological Framework for the Evaluation of Value Based Farm Management Information Systems*

The success of farm management information systems development projects is assured by the measurement of the end users satisfaction level. The theory and practice developed some approaches which depend by the purpose of information systems, design and development method. This paper proposes a framework for the evaluation of value based farm management information systems which are developed using value based approach. Arguments are formulated in order to explain the need of an end user based evaluation system for the value based management information systems.

Keywords: value based design, farm management information systems, end user, evaluation, indicators.

FOOD SAFETY MANAGEMENT

- Lelia Voinea, *Food Patterns – Tools for Guiding the Alimentary Behavior of Consumers*

Eating patterns, which reflect the nutrition and health problems existing at a time in a particular region or country, are primarily intended to provide general solutions to correct these problems through the healthy diet. The concern for developing healthy eating patterns originated in the early XXth century in the U.S. Eating patterns developed over time have been notified to the public through nutrition guidelines. They are designed to translate the expert advices on nutrient intake, drawn from public purposes, in the recommendations regarding the quantities of foodstuffs to be consumed in order to ensure the nutritional balance. In the paper are highlighted the most important moments in the evolution of USDA eating pattern, considered as a starting point in developing the national eating patterns all over the world. The paper underlines the need for developing and implementing the national nutrition guidelines, which beyond certain limits, represents useful tools for consumers to manage and improve the quality of diet and thus reducing the risk of serious illness. In addition, nutrition guidelines may constitute a stimulant for food manufacturers to improve the nutritional quality of their foodstuffs, in order to be more appropriate to the dietary guidelines, which will bring a further important benefit for consumers' health and quality of life.

Keywords: eating pattern, dietary guideline, USDA food pattern, foodstuff groups, food pyramid.

OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT

- Roland Iosif Moraru, Gabriel Bujor Băbuț, *On the Culture – Learning – Participation Triad in Occupational Health and Safety Management*

Certainly, many organizations in Romania aim to make efforts to improve health, safety and wellbeing at work conditions. Some companies have given these conditions such a high level of priority so that, beyond strict compliance with legislative requirements, they are trying to create a culture of safety built into their corporate culture. In such companies, health and safety management is really an integral part of overall business management and safety issues are incorporated into overall management processes. These companies are aware that to be effective, actions must be made in the previously implemented management systems (quality, environment, etc). Integration of occupational health and safety management at all levels is increasingly perceived as an effective way to develop a strong and sustainable safety culture because effective management is the best way to ensure compliance with legislative requirements and social expectations and – as well – to obtain economic benefits. The aim of the present article is the authors purpose to express in a systematic, coherent and pragmatic manner the meaning and interconnections of the three pillars that now are considered necessary to effectively implement safety management and occupational health processes in global economic performance conditions for organizations.

Keywords: safety culture, occupational health and safety management, organizational learning, leadership, participatory approach.

INFORMATION SECURITY MANAGEMENT

- Floarea Baicu, Andrei Mihai Baicu, *Risks Management relating to Information Systems Security Treatment of IT Equipment Security Risks*

This article is a natural sequel of the ideas presented in the first three articles from this series of articles referring to security risk management. All efforts of an organization to identify and assess the IT system assets, related vulnerabilities and threats and to assess the risk levels are done in order to reduce the risks and ensuring a proper security level in the organisation.

This paper deals the adoption of risk treatment option, selection of optimum measures for reducing the risk to an acceptable level, criteria according to which the risk is treated and the limitations affecting the risk treatment options. Chapter 4 presents a fragment from a risk treatment plan prepared based upon the authors' own experience.

Keywords: risk management, risk treatment options, risk treatment plan, controls, information systems security.