

QUALITY MANAGEMENT

- Mihaela Tomescu, *Process Management and Improvement of Activities during the Crisis*

Developing of a general management system based on ISO 9001 represent the matrix of a basic training, of a flexible function and a development of an organization, and especially 2015 edition will help the managers to anticipate and assure material conditions, for setting goals, for a performed developing and for identify of opportunities and risks and for performance of organization management processes.

Keywords: process management, ISO 9001, PDCA cycle, dashboard.

- Cezar Simion-Melinte, *Quality Management in Construction VIII. Maintenance of Equipment and Machinery*

The paper presents aspects regarding the maintenance of equipment and construction quality as an assurance quality factor. Construction machines suffer wear both physical and economic wear. Maintenance is the set of operations that allows a machine preservation potential for continuity of safe operation at optimal cost over its lifetime. Organization of maintenance at construction company can be made in three ways: as its own activity, using specialized firms or in combination.

Keywords: quality, design, maintenance, construction.

- Ion Năftănăilă, Mihaela Daniela Mocanu, *LinOff (Lean Office) 1. 5S Methodology*

Lean office is a concept and a revolutionary practice of industrial management, initiated by Henry Ford, developed brilliantly by Toyota and named in a more famous way by MIT. The (pleasant) surprise is that Romanian language has a word, is actually a homophone, with the same pronunciation, and with the same metaphoric meanings of content but 25% fewer letters (LIN vs. LEAN). On the other hand, for refer to the work in the office, we use a French term: "bureau". Meanwhile the French had to accept the term "office", so we can not talk about "lean bureau" or "birotique" but we talk about "lean office". If we return to the Romanian language, "linoff" is the equivalent for "lean office". This article is the first part of the three which deal linoff (lean office) and addresses 5S methodology, starting with the basic principles and ending with an application from personal perspective.

Keywords: lean, office, linoff (lean office), 5S.

- Remus Chină, *Quality in Education versus Quality of Education (II) Aspects of Quality Management in the Education System and School Organization*

Although concern for quality, worldwide began, really, at the end of the Second World War, after years '90 frequency of concerns about "quality management" has grown considerably, including in education systems. The problem of implementing quality management in education soon became a global one so that, now, there are few educational systems that does not address or tries to implement this demarche. It is interesting to note that, in educational settings, the term "quality management" was generally avoided, being preferred the expressions – usually undifferentiated – "Quality Assurance in Education" and "Quality Assurance of Education". In this paper we analyze an important aspect of the approach: "Quality Assurance in Education" is the same as "Quality Assurance of Education"? There are differences between the two phrases? Means the same thing? Our analysis will attempt clarifying exactly these dilemmas, referring, of course, firstly on the subject approaches the Romanian education system.

Keywords: system, process management, quality, product.

- Cosmin Sălășan, Ioana M. Bălan, *Suitability of a Quality Management Approach within the Public Agricultural Advisory Services*

The present paper aim to conduct a concise analysis of evolution of the public agricultural advisory services targeting the suitability of a quality management approach as consistent improvement in service delivery and a considerable growth in terms of customer satisfaction. The last fifteen evolution years prove beyond doubt the relevance and the importance of a client-oriented attitude. In the view of the authors and considering the progress recorded so far, a quality management approach fits better the current and future orientations of both service provider and customer community. The analysis concludes on the high suitability of implementing a quality management system providing two alternatives adjustable to the next strategic development.

Keywords: quality management approach, suitability, implementation, transition, advisory services.

- Ion Verboncu, Mihai Vrîncuț, *Managerial Tools for Performance Evaluation I. Management by Profit Centers*

The management functions – planning, organizing, coordinating, commanding and controlling – or the management components approach – methodological, decisional, informational, organizational or human resources management – emphasize management's priority role in the proper functioning and efficiency of the organization. Managerial and economic/financial performances should accompany any strategic/tactical move made by the manager, since they are considered manifestation forms of efficiency and effectiveness, and their evaluation should be accomplished with accuracy and scientific rigor. The role of some managerial tools like systems, methods and management techniques is critical because on one hand they contribute to setting goals for the management team and measuring their obtained results, and on the other hand because of their direct involvement in the detection and analysis of outstanding results, meaning performance obtained in running business, auxiliary and management processes.

Keywords: managerial performance, economic performance, management by profit centers, management centers, budgets.

- Mihai Vrîncuț, *Qualitative Techniques for Project Management V.c. Study on the Compatibility of Primavera with the Critical Chain Philosophy (I)*

We will start exploring in the current paper the measure in which Primavera, the best sold project management software in Romania, is compatible with the Critical Chain philosophy. To better understand that, we will discuss the main stages of manually creating a project plan in Primavera, on a simple and easy to follow example regarding a construction site setup project. For each stage we will point out key elements that will help us later on understand the possibilities of critical chain application while using this software.

Keywords: critical chain, theory of constraints, project management software tools, project planning.

- Ibrahim Al Ali, *Airport Terminal Airspace Arrival & Departure Fixes Capacity Optimization using Branch and Bound Algorithm*

The demand of flights are continuously increasing over the world, maximizing airport capacities becomes crucial to efficient air traffic management. The proper planning for the terminal airspace to avoid congestion or distribute the traffic among all terminal fixes (arrival/departure gates) is important to achieve the overall terminal space capacity. Therefore, the objective in this paper to address the characteristic of the airport terminal airspace fixes demand and how to achieve proper distribution that meets the overall capacity. In section 2, the author introduces the Terminal Airspace areas fixes demand distribution problem. In section 3, a mathematical model how to properly optimize the fixes capacity according to the runway capacity limitation is proposed. In section 4 it is presented the implementation experiment using Branch and Bound algorithm to get optimal allocation of demand for both arrival and departure fixes.

Keywords: airport terminal, capacity optimizing, mathematical modeling, branch and bound algorithm.

- Maurizio Lanfranchi, Carlo Giannetto, Angelina De Pascale, *The Role of Nature-Based Tourism in Generating Multiplying Effects for Socio Economic Development of Rural Areas*

In the last years a new form of tourism has developed. It is the tourism based on natural resources, particularly the one related to natural parks. The trend of growth in this segment of tourism and, in general, the growing interest in the protection of the environmental resources which the tourist comes in contact with during a vacation, are symptomatic of a cultural change that is involving the whole tourist market. The ability of natural parks to favour substantial tourist flows is documented both by the results of various researches and by the data of eco-tourism flows or, more generally, by the tourism based on natural resources. Among the various types of economic activities that can be activated within a protected area, a significant role is played by ecotourism that, apart from providing an opportunity for the conservation and enhancement of natural resources, has the ability to blend the natural systems, the local communities and the systems it interacts with, and in this way it will be able to activate a multiplier process of tourist expenditure wider than the one activated by other forms of tourism. Taking this consideration into account, this type of tourism can play an important role for the local development, a role that goes beyond the direct economic impact and strictly conservative considerations, because it becomes capable of carrying out other important functions. The aim of this paper is to investigate the role of nature-based tourism as an important element to enhance local development projects and the specific resources of a territory.

Keywords: rural tourism, natural park, multiplier effect, local development, substantial tourism, resources of a territory.

FOOD SAFETY MANAGEMENT

- Iuliana Bratu, *Improving Food Quality Processes by applying HACCP Principles and Pareto Analysis*

Food quality is not an aim in itself, but a consequence of the quality of all activities in an enterprise, of the whole system of organization and management. The paper proposes a comparative study by assessing the conformity of sanitary conditions in bakery processing units based on three groups of requirements A, B, C, which have or not a quality management system and food safety following principles of HACCP/ISO 22000:2005 implemented. It was also tracked the relevance of the principles of HACCP and Pareto analysis as a tool for process improvement in the food industry. The objective of these methods is to identify the causes that have generated different types of defects/non-conformities and direct efforts to eliminate recurrence and thus improving product quality.

Keywords: food safety, HACCP, Pareto analysis, nonconformities, defects, food safety management system, legal requirements.

INFORMATION SECURITY MANAGEMENT

- Andreea Bendovschi, Andrei Tinca, Bogdan Ștefan Ionescu, *An Empirical Study in Data Security – Cloud Computing or the Traditional Model?*

In the context of today's market conditions, marked by companies' need for optimising their operational processes and restructuring, as well as for reaching increased efficiency of their business, cloud computing for data and operations management becomes a relevant option. However, as any major change, the decision regarding adoption of cloud computing technology requires a detailed assessment of all implications. Thus, security becomes a problem whose approach is essential for ensuring data confidentiality, integrity and availability. The present study approaches security from two perspectives: it evaluates the perception of companies' decision factors upon cloud computing technology, focusing on issues regarding security; and it presents an analysis of the current state of cloud computing technology. We include

security related aspects, as well as the legislative framework supporting the development and use of cloud computing technology at the national and European level.

Keywords: technology, cloud computing, security, perception, legislative framework.

OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT

- Maria Caracota Dimitriu, Andrea Mitovski, *Motivation of Employees and Organizational Stress Management*

Organizational stress is the fastest growing cause of absence from work. Pressure at workplace, career development, inadequate recognition of effectuated work are demonstrated by this research as being some of the most frequent causes of organizational stress reported by employees.

Researches of the authors in this area have shown that reduce of organizational stress increase employees work performance, leading in greater professional results, generating increase in productivity and profitability of the whole organization.

Stress may negatively influence the productivity and competitiveness of the organization, and may also increase health insurance costs. Therefore, employers should consider stress at workplace as a serious problem and they must take measures to prevent employees suffering stress arising from their work, through stress management programs.

It is certainly that by improving working conditions and by motivating employees, a company may reach better results in professional performance of any of them. What is different from a person to person, or from a society to a society, are included factors. Of course that this depends on everyone's personality, but it also depends on socio-economic factors, mentality and many other factors.

This paper presents how stress management can include motivation factors in order to increase employees' working performance, which will lead to increase in organization's profitability and competitiveness. DEA Stress Management Program includes two approaches for managing organizational stress: at organizational level and at individual level, taking into consideration the characteristics of these two. While considering motivational factors, one must consider both material and non-material motivators.

Keywords: organizational stress, organizational stress management, motivation, material factors, non material factors.