

**QUALITY MANAGEMENT**

- Oana Păun, *Management of Procurement and Material Resources – A Guarantee for Quality IV. Performance Management of the Process of Procurement and of Management of Material Resources*

This article aims to analyze how the performance management of the process of procurement and management of material resources contributes to its continuous improvement and to achieve the long-lasting success of the organization. In this sense, through a quality management approach, we will examine the monitoring, measurement and analysis methods used in evaluating the performances of the process of procurement and management of material resources, in order to measure its efficiency and effectiveness in relation to the strategy and objectives of the organization.

**Keywords:** procurement and management of material resources, monitoring, measurement, analysis, key performance indicators.

- Lidia Niculiță, *Intelligent Management System for the High Education based on the Traceability of the Processes*

On the strength of the documentary studies, of the performed analyses and of the intrinsic experience regarding the problems and the specific aspects of the educational processes from the high education, the need to elaborate an intelligent management system was the output, a system which shall be seen from a holistic approach and which shall be based on the traceability of the processes.

The traceability of the educational processes represents a fundamental element, essential and relevant for the quality and transparency of the educational act of cultivating the graduates. In this way, the main goal and the mission of a university may be achieved, namely to build up specialists who are able to fit the requirements of the workforce market and be efficiently absorbed by it.

Starting from these premises and from this holistic approach, the model of the Intelligent Management System For the High Education has been elaborated (IM-HE). This model represented the main aim of the paper in evidence. All the educational process have been analysed, namely the ones of scientific research and related to the university and on the very basis of this analysis a planning and classification have been made. The main correlations and interdependencies between processes have been identified.

For the implementation of the new system, the informatics system pertain to it has been created, system which has a three-tier levels, on the first being the problem pertain to the clients of the university, with all their requirements and exigency.

The elaborated model of the intelligent management system for the high education (IM-HE) along with the associated software and with the correspondent Platform represent a complex and complete solution, at a high technological IT level, intended for the assurance of the quality of the high education, on the basis and prominence of the traceability of the didactic, research and connective processes in forming the students and bachelors, master and PhD graduates.

The IT system pertains to the IM-HE model is a modular, organic, coherent, but also a friendly system, giving a change of an interface with other applications and partners.

The IT IM-HE system approaches and serves, by means of its component modules, to all types of processes from an university, in this way assuring the infrastructure and logistic of an innovative management of the quality of the processes, based on their traceability and on a holistic approach.

The implementation in universities of the new intelligent management system model for the high education represent an effective and efficient instrument which can assure an accession of the quality of the high education, so that the high qualified workforce (bachelors, masters and PhD graduates) shall respond to the more and more complex and demanding requirements of the employers, of the corporate environment and of the society in general.

**Keyword:** management intelligence, high education, quality management.

- Cristina Buturoagă, *Social Responsibility – Elements of the National and International Framework*

The article aims to present key elements of the national and international framework of social responsibility, in order to familiarize the organizations, from Romania, in terms of social responsibility and to encourage assuming and, implicitly, its integration and reporting. Article identifies companies from top 300 the most important companies in Romania, which offer on their websites, for their activity, in Romania, CSR/ Sustainability reports published, in the last three years, using the Global Reporting Initiative (GRI) reporting model.

**Keywords:** social responsibility, CSR, reporting, Romania.

- Ion Năftănăilă, Mihaela Daniela Mocanu, *LinOff (Lean Office) 2. Value Stream Mapping*

Lean office is "a continuous improvement methodology for smooth flow of administrative work, at make the value flow at the pull (pickup) of customer demand" (see article Lean Office (LinOff) 1 – 5S, Vol. 15, no. 140)). Using this concept, we present the second part of Lean Office (LinOff) which aims to address progressively lean tools applied in administrative area. Standardized work, quality at source and workplace organization is the first of them. The emphasis in this article is naturally on the most powerful and important tool for administrative area that is lean "value stream mapping" – VSM.

The Value Stream can bind both manufacturing operations and administrative operations.  
**Keywords:** linoff, lean office, lean tools, value stream mapping, VSM current state map, VSM future state map, implementation plan.

- Cezar Simion-Melinte, *Quality Management in Construction IX. The Quality of the Post-Use*

Post-use building is the final stage of the life cycle of any building and presents specific elements in quality assurance work. Obligations and responsibilities, the post-use buildings, owners and managers returning, designers and contractors work. Holders' constructions are compelled to execute, demolition, dismantling and moving or their modification when the degree of obsolescence, degree of physical wear or when public interest it imposes. Post-use phase of construction has obvious ecological implications. The most important environmental implications of post-use construction regard the waste management and the recovery of them. Recycling of construction waste is a recent concern worldwide. Only a small part of the waste is recycled, since this activity is cost effective only if the products (sand, aggregates, etc.) are competitive with those of natural from the point of view of quality and from the price.

**Keywords:** management, quality, post-use, construction.

- Ion Verboncu, Mihai Vrîncuț, *Managerial Tools for Performance Evaluation II. Management by Objectives and Management by Budgets*

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 management by objectives or management by budgets 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:** management by objectives, managerial performance, economic performance, management by budgets, decentralization.

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

We continue in this article exploring whether Primavera, the best-selling software for project management in Romania, is compatible with the philosophy of critical chain. We discuss some basic notions related to resource leveling, then we can see how overallocated resource leveling is done while using Primavera, both manually and automatically. We also try to conclude on the following subjects: to what extent resource leveling in Primavera eliminates problems that resource sharing between planned projects can create and the extent to which this leveling meets the requirements of critical chain planning.

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

- Elizabeta Mitreva, Nako Taskov, Snezana Crnkovic, *Application of Methodology for Business Process Improvement in Specialized Diagnostic Laboratory*

The research in this paper has the purpose of determining the existing business processes in the specialized diagnostic laboratory for the HPV (Human Papilloma Virus) analysis at the Clinic for Gynecology in Skopje, Macedonia, and the possibility of their improvement by applying the methodology of the TQM (Total Quality Management). Today, with advances in technology and new methods of testing, laboratories are equipped with modern appliances for testing, detection and diagnosis of many causes of diseases. During the recent years in Macedonia, there are economic managers responsible for managing the business processes these labs supplying reagents and apparatus, establishing standard operating procedures, cost control in operations, financial results, beside the medical personnel. These managers use a variety of tools to diagnose possible problems in the operation of laboratories, management, and taking care of the issues, following the global trend for continuous improvement of process through their management.

The methodology of the TQM relies on continuous improvement of all processes in the organization through small changes in short periods of time, including all organizational members, regardless of their hierarchical level, performed without major capital investment. The request for improvement of processes and involvement of competent people in it is very important, in order to reduce the morbidity and mortality in the country. That means preventing diseases, which significantly reduces the cost of treatment and hospitalization of patients. Improving business processes by using the TQM methodology aids monitoring, control and mandatory vaccination against HPV infections in young people and counseling for sexually transmitted diseases and their prevention. In this way, the laboratory should become a reference point for comparing the results of other laboratories in the region and the world.

**Keywords:** business processes, continuous improvement, PDCA (Plan, Do, Check, Act) cycle, TQM.

- Virginia Sarno, Morhaf Barmo, *Sustainability Management in the Agri-Food Companies: A Practical Guide*

In this work, we will explain the concept of sustainability in general then discussing in particular its concept in the activity of the agri-food companies that produce canned products, and that with two sections that can be summed up as follows: in the first one the concept of sustainability and the objectives of its implementation in the activity of agri-food companies; definition of sustainability management and the objectives of the implementation of sustainability in the agri-food companies in the dimensions it affects in. In the second one management and implementation of sustainability in the agri-food companies, in each stage of the company life, stage of planning and establishment, operation and marketing stage.

**Keywords:** environment, food, management, marketing, sustainability.

## **FOOD SAFETY MANAGEMENT**

- Iuliana Bratu, Cecilia Georgescu, *Protection and Food Safety. The Management of Contamination Incidence in Food Processing Sectors*

This article aims to identify the basic aspects of protection and food safety, which must take into account any food industry operator. In such cases it is important to assess the risks of sabotage, vandalism or terrorism and set actions to protect the consumer. Furthermore, it suggests ways to deter such attacks and recommends approaches that will mitigate the effects of such attacks. The results are addressed to auditors of food safety management system as evaluation criteria in the audit process and also to those who advise on quality management and food safety implementation.

**Keywords:** security, protection of food, sabotage, actions of protection, food safety, contamination.

- Anna Irene De Luca, Giacomo Falcone, Teodora Stillitano, Alfio Strano, Giovanni Gulisano, *Sustainability Assessment of Quality-Oriented Citrus Growing Systems in Mediterranean Area*

The sustainability assessment of food production represents an important research issue, useful to increase the knowledge about the impacts generated by a system (from an environmental, economic and social point of view). In order to valorise the quality-branded products (e.g., PGI or Protected Geographical Indication, organic growing, etc.) also conferring them some attributes of sustainability, agricultural entrepreneurs can use voluntary certifications as strategic tools in green marketing activities (e.g., agricultural products eco-design). In this sense, it is essential take into account what are the effects – and what is their level of impact – generated by multiples activities of agricultural sector. Many methodologies have been developed to achieve this goal, such as the so-called Life Cycle Assessment (LCA) and Life Cycle Costing (LCC) useful to implement specific analysis for environmental and economic sustainability assessment. The aim of this research is to analyse the level of sustainability of different citrus production systems in a specific area of Southern Italy (Calabria Region). In particular, Clementine crop systems – Conventional, Integrated and Organic – has been analysed through a joint use of LCA and LCC in order to measure the impacts from both an economic and environmental standpoint. Results have allowed to compare and to rank performances of each scenario for every methodology applied in this study. Findings have highlighted the possible usefulness of an integrated use of LCA and LCC, and that they can be an effective decision making tool for both public and private deciders, also in order to achieve green marketing strategies.

**Keywords:** sustainability of agricultural processes, Life Cycle Assessment (LCA), Life Cycle Costing (LCC), environmental and economic analysis, citrus crops.