

## **QUALITY MANAGEMENT**

- Lucica Brudiu, Mariana-Liliana Păcală, Constantin Militaru, *The Improving of Organisation's Management Performance through the Certification Audit. Case Study: The Certification Audit and the Evolution of Performance Indicators for the Communication Process*

The paper suggests a conceptual model that reflects as closely as possible the reality of the integrated management system subjected to certification. To this end there have been defined and analyzed 12 performance indicators for the communication process within an organisation in order to improve the management performance of top management. The structure of the suggested conceptual model has been verified in terms of applicability for the communication process within any organisation in which an integrated management system is implemented, functional and certifiable. The case study "The certification audit and the evolution of performance indicators for the communication process" has shown the significant decline of non-conforming indicators which require analysis. This way it is shown the importance of the certification audit of the integrated management system which is increased or reduced based on the way in which the management tackles problems related to responsiveness, adaptability and conformity, as well as its capacity.

**Keywords:** management, certification audit, performance indicator, communication process.

- Cezarin Adina Tofan, *Quality Decision-Making through the Systems Reliability*

Starting from the observation that, at the end of the first decade of the XXI century, after a prolonged and traumatic transition to the pluralist democracy and market economy, Romania longer has to recover significant differences from the other Member States of the European Union, together with the acquiring and the implementation of the principles and practices of sustainable development in the context of globalization. With all the realized progress in the last years, it is a fact that Romania still has an economy based on intensive consumption of resources, a society and an administration still in searching of a unitary vision and a natural capital affected by the risk of some damages that may become irreversible.

Excellence level of the technological systems reliability is the result of interactions oriented from the design level towards the technological systems exploitation, including the maintenance of the economic regime that generating savings and projected revenue.

**Keywords:** quality, reliability, decision making, sustainable development.

- Ion Năftănăilă, Mihaela Daniela Mocanu, *LinOff (Lean Office) 3. Team Dynamics and Lean Assessment*

Lean is a concept and (r)evolutionary practice of industrial management, initiated by Henry Ford, brilliantly developed by Toyota (see article LinOff (Lean Office) 1 – 5S, Vol. 15, No. 140). In the first two articles we approached this element regarding administrative area (office area). In reality, horizontal material and information flows can cross one or more offices, and one or more workshops. In the first article we discussed about two important concepts: 5S and 8 types of wastes that represent the basics for lean practice and can be implemented in the administrative area. The second article was based on a broader concept of lean, namely presenting the most powerful lean tool – value stream mapping (VSM). VSM focuses on a family of products or services. The activity carried out using VSM is not individual but a TEAM work. This article treats the concept of lean at the highest level: forming STRUCTURED teams and coordinated teams from top to down (top-down) in full compliance with company objectives.

**Keywords:** linoff, lean office, lean principles, team dynamics, lean assessment.

- Ion Verboncu, Mihai Vrîncuț, *Managerial Tools for Performance Evaluation III. Management by Exceptions and the Dashboard*

In the category of organizational performance assessment tools, management by exception and the dashboard are very important due to the roles they fulfill in management: first, they contribute decisively to informing managers in "real time" on the results recorded in their managed area; second, they're important ways of streamlining the information system and, finally, allow managers to gain efficiency through better use of the available time budget. These two management tools join the other management systems and methods already presented which highlight, in one form or another, the degree of achievement of objectives, performance or lack of performance observed in the organization or its procedural or structural components.

**Keywords:** management by exception, exceptions, warning scheme, dashboard, informational needs.

- Mihai Vrîncuț, *Qualitative Techniques for Project Management VI.a. Particularities of Romanian Project Management. Construction Projects (I)*

This article begins a discussion on particularities of project management practiced by Romanian companies. The aim of this discussion is outlining the economic, social, political and technological specifics of project management activity practiced in Romania; it is important to outline them in order to determine the success of any critical chain planning methodology implementation. The first area of interest is the construction projects' with its specific activity, which imposes some specific challenges on project managers. The article is based on a qualitative research involving interviews conducted with construction projects managers, its purpose being to outline the general opinion on project management of those that practice it in construction projects.

**Keywords:** project management, construction project planning particularities in Romania, construction project quality in Romania, construction project delay main causes in Romania.

- Cezar Simion-Melinte, *Quality Management in Construction X. Life Cycle Analysis and other Methods for Determining the Environmental Impact of Projects*

Quality management in construction must include building-environment relationship. Of the methods used, the most important is life-cycle analysis. This includes records (inventory) life cycle, life cycle impact analysis, life cycle optimization analysis. Of these records life cycle is fundamental to the other two, and if errors creep in this process, the entire analysis is flawed. While conducting an environmental assessment of the impact of the project as a whole must cover those activities included in the request for authorization/environmental permit. The main difficulty in practical life cycle analysis is the consideration of all environmental effects. Therefore it must be linked to other forms of environmental impact assessment and methodology BAT.

**Keywords:** construction, management, quality, environment.

- Morhaf Barmo, *Enterprises and Competitiveness: an Italian Case Study*

The international competitiveness is more and more strong, above all in key sectors like the agri-food one. An interesting example is the wine sector: as a matter of fact, in Italy enterprises are usually too little in order to react to big international companies' strategies. In this study it is analyzed the Italian wine-market and enterprises' export of one of the most important Regions through a survey to the main firms of the sector: it indicates firms' actual features and difficulties on international markets, but also future perspectives.

**Keywords:** competitiveness, export, internationalization, strategy.

## FOOD SAFETY MANAGEMENT

- Daniela Covino, *Health, Rights and European Legislation on GM Food*

Nowadays the modern consumer support above all the typical and healthy food products. Notwithstanding it, there is a broad and complex legislative framework for sustainable

and high quality productions: the issue of genetically modified foods is at odds with everything. In this work the main issues that affect the use of genetically modified organisms in agricultural sector is discussed, but also the way in which the issue of transgenic foods is regulated into the international context, and particularly into the European Union.

**Keywords:** consumer, food, genetically modified organism, market.

- Simone Vieri, Grazia Calabro', *The Impact of GMOs on the Evolution of Agribusiness Systems*

The introduction of genetically modified organisms (GMOs) on a significant economic scale dates back to 1996. The time gone by and the rapid spread of genetically modified (GM) crops could lead us to believe there should be all the elements for a precise evaluation of costs and benefits following their use. But it is not so. Many questions on the agricultural and food use of GMOs are still under debate, and, on GMOs, no unambiguous position based on scientific evidence has been presented.

This work intends to evaluate the economic impact of GMOs through the analysis of the evolution of the main critical points that were typical of agribusiness systems before GMOs were introduced. More specifically, we will try to understand how the use of GMOs has affected: the relationship between the various economic subjects within the food farming chains; the possibility to access new technologies, food and the market of farming products; the degree of efficiency in the use of resources.

**Keywords:** GMO, TRIPS, seed companies, food inadequacy, obesity, food waste.

- Maurizio Lanfranchi, Carlo Giannetto, Mario D'Amico, Giuseppe Di Vita, *Analysis of Demand Determinants of Fish Products in Messina: an Economic Survey on the Fish Consumption*

The survey on the consumption of typical products has been carried out in the period from 01/01/2014 to 15/05/2014 on a sample of 200 consumers from Messina. The goal of the present work is that of conceivably determining the fish products' buying habits of Messina's population.

For this reason a "motivational" calculation has been realised through a traditional survey methodology of descriptive researches (survey through "questionnaire"). The adopted research methodology has been a quantitative one (the results are expressed in the form of numbers, values and percentages). The survey has the aim of providing information related to a default numerical base in relation to the level of statistical and casual mistake. The casual survey refers to an identification of factors which depend on the buying attitude and on the evaluation of the existing cause and effect relationships within a certain population. Before carrying out the investigation, the research components have basically formulated the research hypothesis, located the survey queries and delimited the research domains. As regards the queries, a series of questions to be addressed to consumers have been formulated, regarding the perceived quality, the price-quality ratio and the overall product goodness. Through these questions we have tried to interpret the consumers' needs and above all how much the fish product's quality may be decisive for the purchase.

**Keywords:** analysis of consumer preferences, fish products, asymmetric information, fisheries economics, market for fish products.

## **INFORMATION SECURITY MANAGEMENT**

- Bogdan Ştefan Ionescu, Cristina Prichici, Oana Bendovschi, *Cloud Accounting versus Integrated Management ERP Systems*

ERP systems, even if are known as a reference in the field of management information systems have a disadvantage that they make available to users business process models which are costly and difficult to implement due to budget constraints, especially in small and medium enterprises. On the other hand, Cloud Computing brings a variety of services that can be implemented within the Internet having a thoroughly effect on IT applications. Although many studies are focused either on ERP technology or Cloud Computing, few are those that focus on the analysis of the implementation of ERP in the Cloud. In this article we intend to focus our attention on developing a comparative study of traditional ERP systems versus Cloud Computing technology by stating both the

benefits and the limitations of the joint systems.

**Keywords:** Traditional Enterprise Resource Planning (ERP), Cloud Computing, implementation.