

## **QUALITY MANAGEMENT**

- Sergiu Ștefan Nicolaescu, Claudiu Vasile Kifor, *Knowledge Management in Automotive Industry – Steps and Customer Focus*

Because the environment is constantly changing, progress of organizations largely depends on growing and sustaining of knowledge inside. It is obvious important to learn from previous mistakes, to capitalize this good of organization "knowledge" and to avoid "reinventing the wheel". Knowledge management has become a strategy inside organizations; a strategy that improves quality of product, relation with customer, reduces product development time, improves communication inside teams and, not least, assists on innovation.

This paper analyses the role of knowledge in automotive industry and presents a model of administration. It is proposed to approach a knowledge management system from the customer's point of view, to find ways to strengthen other important branch of the organization, namely, customer focus. It is also studied how the knowledge management system can be introduced in project development phases.

**Keywords:** knowledge, organization, evolution, customer, management, innovation.

- Simona Moise, *Relevant Studies on Quality and Efficiency in Defining Performance of Economic Entities*

The new economic system altered the requirements directed to various business entities and their responsibilities towards diversification of all stakeholder categories, to society as a whole and imposed new economic entities performance standards that go beyond economics. Financial performance is the desire of any business and motto all users of financial information.

From the management point of view, the quality is the degree to which the economic entity succeeds in meeting requirements or expectations of some categories of users (internal and external) and financial information, the effectiveness is the degree to which objectives or goals have been achieved.

Performance is obtained in this case, the point of intersection between the quality of managerial decisions and actions outcomes and quality of management system goals.

**Keywords:** performance, results, decisions, action management, management system, quality economic entity financial information, efficiency.

- Corneliu Maior, Aurel Petru Darău, Coralia-Adina Cotoraci, Alciona Sasu, *Integration of External Stakeholders from Alumni Graduates Association into Quality Assurance in a Private University from a Former Communist Country*

The reason of this paper is that Romanian minimal standards regarding the evaluation of quality in education target exclusively the degree of insertion of graduates on the labor market. The requests and satisfaction of students aren't followed, except for general quantitative data.

VGWUA Romania, a private accredited university, member of EUA, promotes an integrated system of quality assurance in education. In this context there is a real concern for the integration of a growing number of external stakeholders, especially from graduates, members of Alumni Association. VGWUA has an operational procedure and a questionnaire addressed to the graduates through which an important feedback can be obtained in order to be used for the curricula projection and for the shift from teaching to learning.

This paper identifies the actual status and the good practices regarding the contribution of Alumni Graduates Association into the consolidation of the culture of learning in the University.

**Keywords:** quality assurance, graduates association, learning, superior stakeholders.

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

This paper resumes the previous discussion regarding the particularities of project management practice in companies in Romania, with a debate on changes in economic, social, legal and policy influencing management decisions in construction area. In this approach we start from the general, discussing the main influences on the construction sector at European level. We will also discuss the main categories of variables that determine the competitiveness and overall European competitive advantage, and in particular, in our country.

**Keywords:** project management, construction sector, internationalization, competitiveness, competitive advantage.

- Cezar Simion-Melinte, *Quality Management in Construction XI. Life-Cycle Cost Analysis*

Life cycle cost analysis is an economic evaluation technique that can be used to design alternatives that generate different costs over the life of a project. Lifetime costs are discounted at a certain time and updated alternative lowest cost is considered the most economical. Life cycle cost is a decision criterion on embodiments of construction projects with important implications in quality assurance during operation. In determining the life cycle cost should be taken of the initial investment costs and the related exploitation and post-use of construction.

**Keywords:** management, quality, life-cycle, construction, cost.

- Angela Mariani, Anna Cataldo, Antonella Vastola, *Consumers' Engagement in Co-Creation of Value and Crowdfunding: Naked Wine as a Best Practice*

The purpose of this paper is to achieve a deeper understanding of the emerging business model, in which consumers' engagement goes beyond the co-creation of value to include financial support to producers. Starting from a review of the literature, in the first paragraph we highlight how, thanks to the development of Web 2.0, consumer's role in the market is changing. Then, given the novelty of the phenomenon and the exploratory nature of the research, we have chosen a case-study approach. For this aim, in the second paragraph, we examine the case of a prominent online wine retailer, Naked Wines ("NW"). This option meets the two main aspects of our analysis. NW, through the effective use of the potentialities of the Web 2.0 tools and applications, involves consumers as co-creators of value and works as a crowdfunding platform, allowing customers (Angels and Archangels) to invest in wines, before that they are produced, financing and supporting the business of small scale winemakers. In the third paragraph, we discuss the results the interviews, realized through questionnaires administrated online to the Archangels (based in UK), aimed to detect their perceived value and their opinion on NW in terms of strength and weakness of the business model. Summing up, according to our analysis NW experience could be considered as a best practice for other business characterized by highly differentiated products and small scale producers, that have difficulties to access to credit and to supermarkets.

**Keywords:** co-creation of value, crowdfunding, perceived value, wine selling, naked wines.

- Gabriele Scozzafava, Gabriele Pagnotta, Caterina Contini, Leonardo Casini, *What Farm Features determine the Granting of RDP Funding? The Case of Measures 121 and 214 in Tuscany*

This paper employs a logistic model to analyse the farm, entrepreneurial and/or territorial components that have the greatest influence in determining access to RDP funding. The goal of this paper is to identify, for each measure considered (121 – Modernisation of agricultural holdings, and 214 – Agri-environment payments), a successful farm model characterised by the greatest probability of obtaining subsidies. The farm profiles that emerge from these observations reflect an elevated entrepreneurial vitality and investment capability, and constitute the benchmark that the

public decision-maker must take into account in evaluating the coherence between the established development goals and the effective distribution of funds. Furthermore, from the elaborations it will be possible to define guidelines for regional policies aimed at promoting the development of the realities with the greatest probability of success.

**Keywords:** rural development programme, common agricultural policy, Measure 121, Measure 214, logistic model.

## ENVIRONMENT MANAGEMENT

- Antonio Asciuto, Valeria Borsellino, Marcello D'Acquisto, Caterina Patrizia Di Franco, Mariarosa Di Gesaro, Emanuele Schimmenti, *Land Consolidation Policies in Sicily and their Effects on its Farmland*

The paper deals with the legislative interventions in the field of land consolidation and their effects in improving the Sicilian land property structure. After a preliminary analysis of the legislative framework at national and regional level, a study on the structural evolution of the farming system in Italy and Sicily during the 1961-2010 period was carried out. In order to appreciate the actual impact and the relative efficacy of such interventions, data concerning the actions for land reorganization provided for by the Measure 4.11 contained in the 2000-2006 ROP for Sicily were analysed. On the basis of the data provided by the Regional Board for Agricultural and Food Resources, it has been possible to state that the political actions for land consolidation in Sicily brought about a very modest impact in terms of both involved land area and sales value, failing to comply with the goals set by the Regional Plan for Land Consolidation. Part of the failure is also due to the pronouncement of incompatibility of certain interventions with the EU Treaty, which has in fact blocked the actions of land consolidation based on financial breaks.

**Keywords:** land consolidation policies, Measure 4.11 (2000-2006 ROP for Sicily), ISMEA, pathological form of land property, farm structural dualism.

- Alfio Strano, Anna Irene De Luca, Claudio Marciànò, Giovanni Gulisano, *The Agronomic Utilisation of Olive Mill Wastewater (OMW): Technical and Economic Trade-Offs in Olive Growing in Calabria (South Italy)*

Olive Mill Wastewaters (OMW) disposal is, currently, one of the main environmental issues to deal with, especially in Mediterranean countries, where the most of the worldwide production of olive oil is concentrated. Olive growing represents one of the leading sectors of the economy in Calabria (South Italy) and the OMW management is crucial for operators who have to face the costs of the disposal. In Calabria, the number of working olive oil mills has gradually decreased, mostly because of the difficulties and costs linked to OMW management. Analysing the economic aspects of the prevalent disposal systems in Calabria, from oil miller's point of view, the main problem is relative to the choice of the alternative that allows minimizing disposal costs. An important economic aspect, often disregarded, deals with the positive externalities for the farmers who practise the agronomic utilisation of OMW (e.g. for irrigation of olive orchards) – regulated by specific laws in force and widely practised by Calabrian oil millers. This study has assessed these positive externalities, by comparing scenarios in which oil millers and farmers share the management costs of OMW. From the farmer's point of view, the comparison among the different scenarios has highlighted those conditions in which the OMW agronomic utilisation is more convenient than traditional fertilisation methods.

**Keywords:** olive growing, Olive Mill Wastewaters (OMW) agricultural utilisation, economic analysis, wastewater reuse.

## FOOD SAFETY MANAGEMENT

- Nicoleta Stanciuc, Liliana Mihaela Moga, *General Framework of the Traceability Systems in Food Chain*

Food traceability plays a large part in modern food quality and safety assurance systems and has been the subject of considerable recent academic, technological and regulatory developments. The orientation towards customer satisfaction is becoming increasingly important and is given by the incidents occurred that are based on foods consumption. Thus, traceability derives from the need to ensure the authenticity, the quality and safety

of the food, guaranteeing good manufacturing and hygienic practices etc. This paper presents brief information on traceability systems, referring to the definitions and concepts from the literature, specific characteristics and advantages of implementing these systems in the food industry.

**Keywords:** traceability, food quality and safety management systems, food chain.

- Carmen Georgeta Nicolae, Mihaela Neculita, Dragos Sebastian Cristea, *Trends in the Development of Traceability Systems for Fish Products*

The consumption of aquatic products of Romania for the last ten years it has grown tremendously and will continue to increase in the next years. Therefore, food safety and control become a great concern of the consumers. In addition to risk to public health, food crises lead to economic crises due to direct and indirect (damage to reputation and brand name) costs of product recall. The reinforcement of confidence in aquatic products depends on good fishery supply chain management and traceability. A traceability system is considered as an effective tool to guarantee safety in fish products and improve the supply chain transparency. The trends at the international level are the implementation of the systems that can track the traceability of fish product using the new ITC technologies.

**Keywords:** traceability, supply chain, fish products, food safety, ITC technologies.

- Mattia Iotti, Giuseppe Bonazzi, *Life Cycle Flow Analysis: Methodological Improvement and Application to the Parma PDO Ham Sector*

The objective of this article is to improve the life cycle cost analysis (LCC) applied to food products of high quality certified with denomination of origin, in particular to the Parma PDO ham sector. The life cycle approach developed in the article does not take into account economic flows, as in the traditional literature of LCC, but considers cash flows, developing an approach called life cycle flow analysis (LCF). The LCF approach is innovative because it is designed to assess not only the convenience of management but also financial sustainability. Financial analysis is, in fact, often detected in the production of high-quality food, such as Parma PDO, because these productions are often characterized by high initial investment in facilities and equipment and are even characterized by a long aging period. For this reason, it is not sufficient to evaluate the cost of production in the long run, as does the LCC analysis, but also develop the analysis of cash flows, as does the LCF analysis that is proposed in the article. An LCF approach could be a useful tool for analysis of convenience-cycle management of companies not only in the short period but even in the long run, particularly those operating by producing high-quality food products. Moreover, it could be useful, for further research, to apply the suggested LCF approach to a larger sample, even in other sectors, particularly if related to high-quality production and characterized by investment in technology and R&D.

**Keywords:** life cycle flow (LCF) analysis, life cycle cost (LCC) analysis, activity-based costing (ABC), Parma PDO ham, meat-processing firms.

## **OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT**

- Gabriel Bujor Băbuț, Roland Iosif Moraru, Mihai Popescu-Stelea, *Prerequisites for Structuring and Developing a Romanian Occupational Stress Assessment Tool*

Stress at work is one of the major risk factors affecting both Romanian workers and companies. Employees affected by personal problems, emotional frustrations, and unemployment spectrum are, more and more, bringing their problems into the workplace. Employers should, consequently take occupational stress far more seriously. Regrettably, nowadays it still seems that few managers perceive correctly a direct link between worker's stress level and organizational performance outcomes, and many companies fail to accept that one way of achieving profits is through healthier workforce. On national scale, very little research addressed the concept of occupational stress and its determinants in relation to varied employee demographics. We argue that psychosocial hazards should and could be addressed in the same way as we tackle physical hazards in occupational health and safety. Based on a thorough literature

review, the article sets out the principles and structure for an occupational psychological risk assessment tool, developed for the needs and specific conditions of Romanian companies, in the existing legal framework. The proposed methodology is aimed at serving as a proactive orientation guide for all stakeholders involved in occupational safety and health management on national level.

**Keywords:** psychosocial risk, occupational stress, assessment tool, interview, wellbeing.