

QUALITY MANAGEMENT

- Oana Păun, *Management of Procurement and Material Resources – A Guarantee for Quality V. Directions for Improvement of the Process of Procurement and Management of Material Resources*

In this article, we identify opportunities for improvement of the process of procurement and management of material resources based on results of analysis of information from monitoring, measurement and testing, to contribute to the lasting success of the organization. Improvement of the process of procurement and management of material resources must be carried out in a structured manner, following the "Plan-Do-Check-Act" methodology (PDCA). Analysis of the opportunities for improvement of the process of procurement and management of material resources will be done through an approach based on the integrated quality management system.

Keywords: process of procurement and management of material resources, continuous improvement, integrated quality management, environmental quality, social responsibility.

- Alexandru Giura, Petrișor Găgiu, *Metrology in Total Productive Maintenance*

In this work we investigate the impact of metrology on TPM system components throughout the life of the equipment and metrology contribution to the achievement of performance in this domain.

Keywords: equipment, Total Productive Maintenance, Overall Equipment Efficiency, metrology, measurement.

- Eduard Ceptureanu, Sebastian Ceptureanu, *Change Management Survey on Innovative ITC Romanian SMEs*

Change management implementation has so far been studied mainly in large companies (i.e. high-tech and multinational enterprises). This exploratory paper investigates if change management practices are also applied by innovative small and medium-sized enterprises (SMEs). Drawing on a database collected from 319 innovative SMEs in Romania from ICT sector, we explore peculiarities and trends on SMEs change management process, based on data base analysis from 2014. The survey furthermore focuses on the motives and perceived challenges when SMEs adopt change management practices. Within the survey, we define innovative SMEs as small and medium enterprises who introduce innovation practices reflecting exploration and exploitation. We find that the responding SMEs engage in many change practices and have increasingly adopted such practices during the past years. As a limitation of our study, we investigate only companies from ITC sector, because was difficult to identify a large sample of innovative SMEs on areas related to manufacturing and services industries, but medium-sized firms are on average more heavily involved in change process than their smaller counterparts. We furthermore find that ITC innovative SMEs pursue change management primarily for market-related motives such as meeting customer demands, or keeping up with competitors. Their most important challenges relate to organizational and cultural issues as a consequence of dealing with increased external contacts.

Keywords: change management, SME, innovation, innovative SMEs, knowledge economy, IT.

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

This paper discusses the results of a survey conducted by the authors, which aimed to identify the effects of the economic crisis on the construction sector organizations and the main ways in which these organizations believe that they have managed to overcome the negative effects. The study indicates the main measures that the respondents, which are experienced people that are involved in activities related to the construction sector,

consider vital to this sector's recovery from the crisis. The survey identifies measures that could be taken by the government, local administration as well as each organization's management.

Keywords: project management, construction sector, economic crisis, investment programs.

- Valentina Mihaela Ghinea, Mihalache Ghinea, *Organizational Culture Dynamics. Preamble*

The organizational culture, no matter its type, influences the balance between centralization and decentralization, risk tolerance, change adaptability, and personnel involvement in decision making. It also interferes in some seeming minor HR involvement such as procurement, integration, development, maintenance, compensation and so on. As a result of the conducted research in the field, the organizational culture is referred to as a complex system.

Taking into consideration the power of a model to facilitate the understanding of interconnectivity among a complex system parts, the present paper advocates for the design of a new organizational culture model able to reveal its dynamics.

The scientific discourse will be broken down into six parts, each of them with its individual subject such as: the preamble, the clarification of the organizational culture concept, the main factors influencing the organizational culture, broad perspective of the General Systems Theory, the design of a predictive organizational culture model, and a practical example of the model's utilization.

The new model proposed is G.VALI, Gradual Value-Adding Leadership Integrator. This treats the organizational culture as a „living organism“ whose state is highly influenced by the evolution of each of its parts apart and cumulated, as well.

Given the possibility to change the functions of influence based on the user's desire and necessity, G.VALI is no longer a simple general model. It can be used as a tool for the analysis of both the already taken decisions and/or the future outcomes forecasting.

Keywords: organizational culture, integrator, model, dynamics, complex system, simulation.

- Mouna Zahar, Abdellah El Barkany, Ahmed El Biyaali, *Piloting Process Improvement by the Cost of Non-Quality: A Case Study*

The competitiveness imposes a big challenge to companies to have a rigorous management by eliminating all types of wasting. Among the causes of wasting and thus not competitiveness, there are the quality costs. These costs are associated with preventing, finding, and correcting defective work. Many of them can be significantly reduced or completely avoided. The reduction of quality costs is one of the strategic axes of any company. The purpose of this paper is to propose an experience of a methodology to estimate and reduce the quality costs. This approach is the problem solution in terms of providing quality and adapting the method of the Cost Of Quality (COQ) to the processes approach, it implements operational exploitation aspects and simple analysis. This paper also presents a history, concept and challenges of the COQ. A case study is proposed to exploit and adapt this approach for measuring and reducing non quality costs for piloting industrial processes in public sector hospital, especially in the chemotherapy preparation unit of the University Hospital Center in Morocco.

Keywords: quality, non-quality, quality cost, approach process, hospital.

- Andrey Sergeevich Mikhaylov, Ivan Sergeevich Gumenuk, Anna Alekseevna Mikhaylova, *The SERVQUAL Model in Measuring Service Quality of Public Transportation: Evidence from Russia*

This empirical study is held in the city of Kaliningrad, the westernmost region of Russia. The SERVQUAL model is applied to discover the quality gap of customers' expectations and perceptions on public transportation services. Citizens of this Russian enclave in the centre of Europe showed themselves as knowledgeable and demanding passengers, having an extensive experience in using public transport all over the world. The methodology of this study ensured the 95% confidence interval that the whole population of Kaliningrad city share the opinion of the respondents, while minimizing occasional results to just 5 percent. The research results suggest that the service environment,

which includes the tangibles dimension, received the largest expectations-perceptions' gap, while outcome and process attributes are of moderate satisfaction. Although the factors within the assurance dimension also negatively influence the overall assessment of the service quality of public transportation in the city of Kaliningrad.

Keywords: SERVQUAL model, public transportation in Russia, service quality, Kaliningrad region.

- Steliana Cojocariu, *Development Trends Analysis for the Cultural Routes at European Level and in Romania*

The paper presents the development trends of the cultural routes at European level and in Romania and their positive impact on raising the living standard for the local communities, with respect to the principles of sustainable tourism.

The cultural routes will also contribute to: increasing the recognition of cultural tourism as an instrument for economic development, intercultural dialog and raising awareness regarding European citizenship through the formation of local/regional/national/international networks between the organizations that are involved in touristic activities, increasing the number of tourists in the regions of the cultural routes, increasing income from tourism, increasing competition among small and medium businesses in the touristic sector and increasing cooperation between the ministries of tourism in the region.

Keywords: Certified Cultural Route, Council of Europe, Danube Strategy, The Route of Roman Emperors and The Wine Route.

- Ibrahim Al Ali, Constantin Militaru, *Airport Ground Movement Optimization*

The paper describes the ground movement traffic concept that optimize the sequencing and scheduling of traffic such as to minimize delays and to reduce the number of stops during aircraft movement on airport surface (Taxiing). Moreover help controllers to better coordinate surface movement related to arrival and departure traffic.

Keywords: airport, ground movement traffic, taxiing, optimizing.

ENVIRONMENT MANAGEMENT

- Ovidiu Juțuianu, *Environmental Performance Indicators into Maintenance Activity of Industrial Equipments*

The work proposes two indicators for environmental performance evaluation into maintenance activity of industrial equipments, namely: 1. The absolute indicator (Es) – CO₂ emission involved into service [kg CO₂]; 2. The relative indicator (es) – CO₂ specific emission involved into service [kg CO₂/euro]. The first indicator results from a "power approach" of the "environmental balance" which allows the calculation of "energy involved into service" (Ws). This energy is turn into "equivalent fuel" (Bs) and finally into "CO₂ emission involved into service" (Es). The second ones results by division of (Es) to the "total financial value of maintenance service" (Vs), expressed in euro. A practical application for calculation of these indicators in the case of two power transformers is done. (Es) puts in evidence only absolute value of environmental aspects. (es) is relevant because shows practically, with what environmental impact (kg CO₂) is obtained each monetary unit (1euro), accordingly with performed service.

Keywords: indicators for environmental performance, maintenance, industrial equipments, life cycle, environmental balance.

FOOD SAFETY MANAGEMENT

- Maurizio Lanfranchi, Carlo Giannetto, *A Case Study on the Role of Farmers' Markets in the Process of Shortening the Food Chain and the Possible Economic Benefits for Consumers*

In recent years, farmers and agricultural entrepreneurs have been striving to search for the most profitable markets, but the generalized increase of the price level, due to the difficult international economic situation, has generated the need to create alternative distribution channels with respect to those ones which have been traditionally employed in the marketing of food products. All this affects the production and consumption

practises, enhances the attention of the media and of policy-makers, stimulates the localization of transformation processes and the reorientation towards quality products and the short supply chain. Therefore, the aim of the present work is to analyse the short supply chain distribution channel and to highlight how this marketing model may become an opportunity that the "conscious consumer" can exploit. Indeed, he can reorganize his purchase and consumption habits in order to direct his preference to food and agri-food products which own certain quality requirements that are different from those commonly recognised by the average consumer. Moreover, through this work, we intend to highlight the positive economies that the short supply-chain can offer to small and medium-sized companies. This channel enables the conscious consumer to approach himself to his own land, thus improving his knowledge of local products and producers. The results of the survey carried out in the city of Messina have shown that the advantages given by the short supply chain, with respect to the large-scale distribution are: a lower price of consumer products thanks to the removal of the costs linked to intermediation and distribution; the removal of many intermediaries which has reduced negative externalities (environmental costs); a better traceability of products; a fairer compensation to producers; the valorization and revaluation of the territory and a better possibility of purchasing healthy, biological and seasonal products.

Keywords: farmers' markets, short supply-chain, direct sales, consumer prices, analysis of consumer preferences, farmer.

- Alessandro Bonadonna, Giovanni Peira, Erica Varese, *The European Optional Quality Term "Mountain Product": Hypothetical Application in the Production Chain of a Traditional Dairy Product*

EU Delegated Regulation no. 665/2014 defines the requirements for applying the optional "mountain product" quality term, which was introduced with EU Regulation no.

1151/2012. These requirements are the result of a long process on the part of the European Commission to standardise the different approaches presented by those Member States for whom the term is relevant.

The purpose of this study was to assess the applicability of the provisions of the Regulation to the production chain of cow's milk and milk products. Specifically, the study was geared to assessing the requirements in relation to a milk product in the Piedmont cheese-making tradition, the "Toma del lait brusc."

Although restricted to a limited geographical area and to a particular traditional product, the results of the survey provide an initial assessment of the applicability of the instrument. Companies operating in the mountains and those practising transhumance would be able to use the optional term provided they are able to self-produce a substantial portion of their fodder or obtain it locally and can regularly document the diet of their animals. Some of the Regulation's requirements, however, await derogations and clarifications from the national legislator.

Keywords: mountain product, optional quality term, traditional dairy product, niche production, Toma del lait brusc.