

## **QUALITY MANAGEMENT**

- Vasile Deac, Aurelia Stănescu, Oana Păun, *The Quality Impact in Substantiating the Price Decision*

The price plays a decisive role in achieving the company's objectives, no matter what they are and, generally speaking, in ensuring the success of the company's overall strategy, its proper level relative to the product's quality being the crucial aspect, considering that the situations in which wrong price decisions compromised the overall company strategy were not rare.

The substantiation of the price decisions is a science and an art in the same time, being based on precise calculations and sound reasoning, which doesn't exclude elements based on intuition, flair, presentiments, experience, elements that relate to the management seen as art. A sound reasoning implies the right types of questions from the persons involved and an understanding of the overall factors that determine the success of some price decisions and the failure of others.

**Keywords:** price substantiation, relevant costs, irrelevant costs, total sacrifice, domination through quality, luxury price.

- Sebastian Ceptureanu, Eduard Ceptureanu, *Knowledge Management in Romanian Companies*

This paper presents part of a research on knowledge management (KM) in Romanian companies. It is our belief that documenting Romanian companies' situation from a chronological perspective can successfully complete the literature and provide essential information in a managerial field that is in relatively early development stage. The statistical universe are local companies – grouped by age, industry, development region, ownership status or size – which implements some or all elements of knowledge based management. 214 companies were investigated in this research.

**Keywords:** knowledge based management, Romanian companies, KM features.

- Ioan Radu, Beniamin Viorel Brânzaș, Ana-Maria Stănciuc, *Quality Management in the Education Services System*

Education systems contribute decisively to establishing the human development index pertaining to a country's population, both from the perspective of demographic indicators and from the perspective of individual qualifications and qualities. In principle, the suppliers of education systems belong to the conventional social structure, but with the proliferation of the open access to information, their diversity determines a more ample analysis. This paper examines how the issue of quality is approached by the suppliers of education systems, regardless if they are delivered by public or private institutions, or if they have a conventional or non-formal formation. Furthermore, the education systems are also approached in light of statistical situations, mentioning recent evolutions of some relevant demographical indicators and complementing the analysis dedicated to the quality instruments used or appropriate to be implemented in this field.

**Keywords:** quality management, education systems, non-formal education.

- Valentina Mihaela Ghinea, *Organizational Culture Dynamics. A Critical Overview of the Organizational Culture*

If previously the effort of Human Resources specialists was focused on the recruitment-selection process, lately it has been noticed an increase of interest related to the employees retention. The change of perspective is mainly given by the spread of open markets concept and by the globalization itself, as well as by the employees' awareness of their value and the various opportunities at their hand.

Together with the financial advantages, many companies make also use of extrinsic motivational factors intrinsically motivating the employees, such as: space design, reinforced behaviour, communication type, manner and procedure, valid rules and regulation, vertical and/or horizontal amplitude of the hierarchy, decision making process, performance appraisal and reward, etc.

The present paper carries out a critical overview of the organizational culture significance, of its constitutive elements, as well as of the main most used models. A particular attention is paid to the study of the organizational culture dynamics, together with the few already existent models meant to catch exactly this evolution in a time span.

**Keywords:** organizational culture, model, dynamics.

- Ion Verboncu, Mihai Vrîncuț, *Managerial Tools for Performance Evaluation IV. Diagnosis (I)*

We continue our incursion into the management of the organization by presenting the theory and methodology of one of the most used tools for evaluating economic and managerial performance – diagnosis. Also known as “diagnostic analysis”, the method has as finality the determination of the organization’s viability potential, so its diagnosis, and setting some strategic and tactical recommendations according to the identified generating causes; these recommendations are then utilized in the strategic projection of the organization’s future. Diagnosis studies are multidimensional; they have multiple roles in prefacing any type of organizational and/or managerial change. As such they are recommended as the main tool in the diagnosis/assessment of the overall or specific internal organizational performance and can be used by any organizational level and by any manager that wants to instill some order, discipline and rigor features to his organization.

**Keywords:** diagnosis, strengths, weaknesses, analysis of the organization’s economic and managerial viability, viability potential.

- Mihai Vrîncuț, Andi-Iulian Lungu, *Qualitative Techniques for Project Management VI.b. Particularities of Romanian Project Management. IT Projects*

This paper discusses the specific elements of Romanian IT project management environment. We the authors define the elements of failure in an IT project; also, based on our research, we identify the extent to which IT projects in Romania fail and the main reasons for which this happens. Not the least, we indicate some of the main areas where improvements can be made for raising the competitiveness of the IT companies operating in Romania and some of their main sources of competitive advantage.

**Keywords:** project management, IT sector in Romania, competitive advantage, SDLC.

- João C.O. Matias, Michael Reis, Susana G. Azevedo, *Framework to analyse the Influence of Quality on Customer Satisfaction in the Mobile Telecommunication Sector*

This paper aims to study the influence of perceived quality on customer satisfaction in the mobile telecommunication sector. A theoretical framework that brings together some dimensions of the European Customer Satisfaction Index (ECSI) model and the European Foundation for Quality Management Award (EFQMA) is proposed.

A case study with the leader company in the Portuguese market of mobile telecommunications using a survey administered to a convenience probabilistic sample formed by their customers and employees is presented.

From the results it can be stated that customers are quite satisfied with the quality of services offered by the mobile telecommunication company. Also, the perceived quality of company and its services represent critical factors for improving customer satisfaction and consequently the brand loyalty.

**Keywords:** total quality, mobile telecommunications, customer satisfaction, ECSI model, EFQMA model, case study.

- Mirjana Knežević, Vladimir Mičić, *Restructuring of Large Public Enterprises – The Condition of Efficient Economic Development of Serbia*

In this paper are discusses achieved level, possibilities and directions of reforms and restructuring of large infrastructural public companies of common interest and strategic importance for the economy of Serbia. The aim of the paper is focused on analysis and estimation of the degree of realization of restructuring these public companies and

necessity of more efficient conduction of the process regarding their modernization and privatization. Current reform of infrastructural system and companies is inadequate, which confirms lagging in structural reforms of overall infrastructure and inadequate business performances of large public systems. In order for economic potential and privatization value of public companies not to be diminished further, it is essentially to have fundamental and efficient reform of public companies at all levels, from local public utilities, up to large infrastructural public companies. From the process of restructuring of these companies depends the efficiency of the functioning of overall economy.

**Keywords:** public enterprises, restructuring, privatization, sustainable economic development.

- Arghir Vasile Ciobotaru, *How can the Old State Medical Dispensary to improve the Quality of Life in the Rural Space of Romania*

The paper presents a solution for the primary health care problems in Romania, especially in the rural environment, namely the re-establishment of "The Old State Medical Dispensary", in an upgraded version.

This is just the first part of the health care project "The System of the III orders", that the author proposes as an alternative for the present Romanian health care system, and by consequence, an improvement to the quality of life for both rural and urban population.

**Keywords:** state medical dispensary, sanitary district, development, rural, quality of life, National Health Fund Agency, health tax.

- Steliana Cojocariu, *The Possibilities to put together Itineraries of Artistic Crafts and Romanian Traditional Events*

The paper presents the possibilities of achieving and developing an innovative product as itineraries of artistic crafts and Romanian traditional events by taking into account the high number of Romanian artisans (1067) and the Living Human Treasures Programme implemented by the Cultural Ministry since 2009. This programme is under the UNESCO brand and awards five titles every year for the artisans.

**Keywords:** artistic handicrafts, living human treasures, cultural itinerary.

## **FOOD SAFETY MANAGEMENT**

- Flavio Boccia, *Genetically Modified Organisms: What Issues in the Italian Market?*

In Italy the positions of interested parties about the use of genetically modified organisms in agri-food system are quite in contrast and in continuous evolution, above all because the agricultural system is mainly oriented towards typical productions of elevated quality. So, several reactions are born by regards to: risk evaluation, traceability system, coexistence of the various cultivations, labelling, threshold limits, consumer's protection, health, environment. In this study the vision on the modern biotechnologies issue of various Italian producers' associations, industry and consumers is given. In order to achieve this goal, two different procedures were used: a direct survey addressed to the leaders of producers and industry and a cognitive survey on consumers. The results show the strong disagreement between producers and industry and the great confusion among consumers, also due to misinformation and lack of knowledge.

**Keywords:** agriculture, biotechnology, consumer, food product, genetically modified organism.

## **OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT**

- Gabriel Bujor Băbuț, Roland Iosif Moraru, Dura Codruța, *Conceptual and Methodological Framework for Risk Analysis and Evaluation on Seveso Industrial Sites (I) Risk Evaluation Terminology, Objectives and Stages*

Based on a thorough analysis of the literature, this paper aims to present conceptual and methodological framework that allows analyzing and assessing risk of major accidents occurrence. In the first part of the paper is presented the terminology used to assess the

risk level of an industrial site, within this purpose being used both the latest international standards in the field, as well as documents prepared by prestigious national and international organizations. Conceptual delimitations were performed and were highlighted several incorrect translation/transposition of terms in Romanian. Next, following a logical sequence, there are described the objectives and approach phases of risk analysis and evaluation. The most consistent section of the paper is devoted to achieving a critical comparative study of the current state of methods of risk analysis and evaluation applicable to Seveso industrial sites, with a view to develop an integrated technological risk analysis and evaluation method, for better consideration of various parameters inherent in an industrial plant and its environment. The risk analysis and evaluation methods were studied from a functional perspective, presenting the main stages of implementation, the necessary input, types of outputs, scope and limits of application and the tools and scales used to rank risks. The systematic study of the interdependence of the components of the risk analysis and evaluation methods allowed the development of a new classification, having an innovative and original character, that is different structurally, conceptually and methodologically from other classifications described in the Romanian literature.

**Keywords:** major accident, risk analysis, risk evaluation, risk assessment, industrial site, Seveso directive.