

QUALITY MANAGEMENT

- Mihaela Daniela Mocanu, Georgiana Andreea Cioană, *Potential Contributions of LSS Strategy to the Improvement of Managerial Performance in Organizations*

In the current economic context in which globalization is a defining feature of social development, which led to the changing of the economic principles and mechanisms of traditional markets, organizations are in a continuous competition with themselves and with the other competitors, thus increasingly appearing the need for transformation, for improvement. Through this article, the authors aim to present the way in which Lean Six Sigma strategy (LSS) can improve the managerial performance within organizations, thus providing a competitive advantage in a rapidly changing market. Starting with the defining of the current framework in which the strategy evolved, and from a typology of the methods of evaluation of the managerial performance, the article addresses a number of LSS approaches, methods and tools in terms of their contribution to managerial performance.

Keywords: managerial performance, continuous improvement, LSS strategy (methodology), performance measurement indicators.

- Leonardo Voinescu, *Waiting Times Optimization in Medical Services using Management Systems Specific Tools*

A medical service, as a public service, is composed by a provider represented by the medical staff and a framework that carries out their work. Therefore, a qualitative management of services must be taken into account, on the one hand by the quality of care itself, and on the other hand the way how resource material is managed throughout the services provided.

Fortunately, quality and risk management systems concepts are becoming more widely used in their speech, by the responsible with those services at European and national level. A quality medical service can be attained through a rigorous and effective management of the quality of medical care itself, and through increased quality of human resources and materials involved and ensuring the health and reduce the risks of treatment/care patients.

Keywords: health services, quality management system, risk management system, fishbone diagram, patient satisfaction.

- Elizabeta Mitreva, Nako Taskov, Julijana Sazdova, Ivana Georgieva, Hristijan Gjorshevski, *The Need for Implementation of Integrated Management Systems (IMS) in Macedonian Companies*

In this paper we analyze the situation of Macedonia's companies in terms of implementation and certification of the quality system and the application of different system standards. Analyzing the results of the survey, we have come to the realization of the need for certified quality system in Macedonian companies occurred because of market pressure as the main driving force, but many of them only formally certificate the ISO 90001:2008 standards. Formal certification of the standards does not create desirable advantages in the market and does not meet the requirements of ISO standards.

A particular problem in the Macedonian economy is small and medium companies that do not have sufficient resources to be able to make the system requirements by themselves. The use of the requirements and certification of various standards/systems: quality, environment, health and safety of employees, social responsibility, the safety of food products, etc., requires a new proactive management style and system orientation and reengineering of the business processes. In this paper, based on the results of the survey, we propose a methodology that will help the Macedonian managers with the design and implementation of integrated management systems.

Keywords: quality system, ISO standards, integrated management systems, TQM strategy.

- Corneliu Maior, Aurel Petru Darău, *The Input of Internal Stakeholders in Enhancing Quality Culture in an Accredited Private University*

“Vasile Goldis” Western University, a private university accredited by Law 240/2002, Member of the European University Association (EUA), promotes an integrated quality assurance in education. The system is certified ISO 9001:2008 by SRAC and IQNet certificate number Ro-9983. Starting right from the definition of quality culture as a specific form of institutional culture, the authors identify internal stakeholder input in promoting the basic artifacts, values and concepts, the way of thinking and behavior generally accepted in the University as a common basis for action in quality assurance.

Keywords: quality assurance, institutional culture, internal stakeholders.

ENVIRONMENTAL MANAGEMENT

- Remus-Ion Hornoiu, *Assessing Climate Change Perception of Ecotourism Stakeholders from Protected Areas*

Protected areas are presently seen as the key player for biodiversity conservation and for improving livelihood of local communities. Ecotourism stressed the growing fears regarding environmental issues and correlated with unequal distribution of benefits, the cultural degradation, and the disturbance of biodiversity conservation. It helped also raising awareness and determining responsive actions to these fears. Moreover, it draws attention to climate change and its impacts on protected areas, and the paper aims to present the results of a filed research on the perception of ecotourism stakeholders from protected areas on this issue.

Keywords: climate change, ecotourism, stakeholders, protected areas.

FOOD SAFETY MANAGEMENT

- Iuliana Bratu, *Management of Allergens in Food Industry – Part of the Food Safety Management System*

This article aims to identify relevant aspects of food processing, which should be considered when controlling allergens, also industry’s best practices in food processing. It highlights the need of legislation and customer requirements awareness related to allergens. Therefore the design of the food safety management system, according to SR EN ISO 22000:2005, should be harmonized with the allergen management. The results can be considered benchmarks in the audit of quality management systems and food safety process.

Keywords: allergens, innocuity, food protection, food safety, cross-contamination.

- Giuseppina Migliore, Mariarosa Di Gesaro, Valeria Borsellino, Antonio Asciuto, Emanuele Schimmenti, *Understanding Consumer Demand for Sustainable Beef Production in Rural Communities*

In the past two decades, due to the series of crises within the agro-food system, such as BSE, dioxin, and foot and mouth disease, consumer demand for sustainable production has considerably grown in European society. Consumers seem to frame food quality in terms of social and environmental aspects of productions, which may be recognized through a certification labelling or through a system of food quality criteria that give rise to conventions of quality. The aim of our study was to understand how food quality and labelling are assessed by rural population in Southern Italy. Local beef production with sustainable voluntary certification was the focus of our empirical strategy. Our decision to survey local beef production arises from our need to measure the effect of credence/conventions quality attributes and labelling in rural communities. Through this study we try to understand which quality attributes or quality conventions influence consumer decision-making to purchase local beef.

Keywords: labelling, credence attributes, conventions of quality, consumer studies, Sicily.

- Flora Nascente, *Success Strategies and Agri-Food Companies: The Glocalism Role*

In the last years the consumption forms have changed a lot, acquiring different meanings too. In particular the globalization of tastes has created some problems to the cultural identity of nutrition causing the depersonalization of consumption. Against the current scenario tending to the homogenization of the food/culinary model, the main big companies have valued all the different local tastes, without forgetting the local food traditions and habits. The results of analyses made on the business politics of some big companies and global brands show that their competitive profit consists of the spread and sharing of local cultures. Those have supported the integration in multiethnic contexts, the protection of a food and culinary biodiversity and a different way to spread the idea of a glocal and pleasant cooking.

Keywords: consumption, globalization, homogenization, local food, big companies.

OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT

- Gabriel Bujor Băbuț, Roland Iosif Moraru, Lucian Ionel Cioca, *Operational Categorization and Classification of the Malevolent Acts for their Integration in the Risk Assessment Process of the Major Accidents*

Starting from the critical analysis of the speciality literature, this paper proposes to present an operational categorization and classification of the malevolent acts relevant within the industrial security field. There have been identified, described and classified several categories of malevolent acts, stating in each situation if it is about a direct cause or an indirect one of process of a major accident: the internal malevolent acts (deliberate destruction in order to obtain certain material gains, dissimulation of fraudulent acts or delicts, individual swerved behaviour intended to induce losses, dissimulation of a risky act, social conflicts) and the external malevolent acts (industrial espionage, embezzlement of communication systems, conflicts with neighbours, vandalism, theft, ruffianism, terrorism). Through the data and information provided, the paper aims to contribute to the integration of malevolent acts in the risk assessment process of major accidents occurrence.

Keywords: malevolent act, risk assessment, major accident, industrial site, Seveso directive.

GENERAL MANAGEMENT

- Ion Verboncu, Mihai Vrîncuț, *Managerial Tools for Performance Evaluation V. Features of Management Processes' performing in Romanian Organizations*

In assessing economic and managerial performance we should consider that in any organization there are work processes, logical sequences of activities aimed at fulfilling objectives in terms of efficiency, within different combinations of inputs consumption. These are business processes (main or base processes), which are giving consistency to the line of work of the organization, and support (auxiliary) processes, considered as providers of specialized services for business and management processes, whereby part of the human factor – managers – act on the other part – executants – in terms of planning, organizing, coordinating, rallying and controlling-evaluating their performance. Processes in the latter category are therefore providers of management services for the first two categories, hence their importance in the economy of the organization. This paper examines these management processes in terms of management functions' performing features in order to identify solutions for improving the role of management in achieving managerial and economic performance.

Keywords: management processes, business processes, management decisions, planning, organizing, coordinating, rallying, controlling-evaluating, managerial "dangers".

- Mihai Vrîncuț, *Qualitative Techniques for Project Management VII. Making Critical Chain Project Management known to Romania (I)*

Although it's been almost 20 years since Goldratt launched the idea of critical chain planning, and even though many companies in the world that have adopted had achieved

spectacular results, as discussed in previous articles, in Romania it is still unknown, much less applied in project management. To avoid reducing the competitiveness of firms operating in Romania in project management and considering the high demand that exists today in the Romanian market of training/improvement, I suggest the popularization of critical chain planning through a training program for the project manager job designed so that, in addition to classic project management concepts that must be achieved, it'll contain specific notions of theory of constraints and critical chain based management.

Keywords: project management, critical chain project management, theory of constraints, training program, competitiveness.

- Valentina Mihaela Ghinea, Lyudmila Mihaylova, Emil Papazov, *Organizational Culture Dynamics. Complex Systems Dynamics*

As being the fourth part of the scientific discourse focus on organizational culture dynamics, the present paper aims to offer a broad perspective on the General Systems Theory and, consequently, on the complex systems dynamics.

Many researches have proven the human incapacity of seeing into the complex systems dynamics (Forrester, 1999b; Sterman, 1989). One of the revealed causes is the native difficulty of deducing the dynamic behaviour specific to accumulation processes, while other speaks about our incapacity of recognizing causal relationships that are remoted and delayed in time and space (Moxnes, 2000).

Mental models, as simple intrinsic images of a supposed world functioning, generally used by each individual apart, are frequently obsolete because of the real-world complexity. Alike, an extrinsic model can ease the understanding of the interaction and interconnectivity manifested among the parts of a system. It is thus obtained a dynamic relationships map that reveals the essential rules governing the system functioning. This model is subsequently transposed into the tenet of software that simulates its operation running it forwards and backwards.

Contrary to some' supposition, this method is not meant to provide the best answer to the studied problems, but only to help at better understanding them, as the delayed time and space causality is proven so difficult to perceive for the human beings.

Keywords: General Systems Theory, social system, dynamics, model, simulation.

- Mirjana Knežević, *Specificities of Electronic Contract*

In this paper we outline the lack of legislation in the field of electronic business in general, as well as in the field of electronic trade, by providing an overview of the existing solutions in international and Serbian laws respectively with the purpose of emphasizing the need for creating an adequate legislation at both national and international levels which will facilitate faster and more secure E-contracting and its popularity. Comparative-legal analysis of the national laws which regulate this matter shows that there are many differences when it comes to various legal issues. For these reasons, the author of this paper outlines the importance of uniformity in providing solutions for the issues such as the responsibility of contractors in different stages of E-contracting process, the issues of signing and fulfilling an E-contract. The purpose of this paper is to create a basis for design of regulations which will deal with e-contracts harmonized with actual needs and the EU directives.

Keywords: e-regulation, e-contract, e-business, e-trade, comparative-legal analysis.