

## **QUALITY MANAGEMENT**

- Elizabeta Mitreva, Elenior Nikolov, Biljana Nikolova, *Application of Total Quality Management (TQM) in the Macedonian Railways Transport in the Republic of Macedonia*

The subject of this paper is the design and implementation of the philosophy of total quality management (TQM) in some segments of Macedonian Railways Transport, which produce services of public interest in the Republic of Macedonia, by analyzing the company's business processes and optimizing them to achieve consistently exceeding the growing expectations of service users. Special activities are analyzed in control department of revenue or in business process of data input from the tickets where mistakes are detected on a monthly basis. To this aim, is used the TQM methodology which is based on exploiting the knowledge of all employees and operating teams in the continuous improvement of business processes, including the methods and techniques for faultless operation. The results of this study showed that the application of total quality management in Macedonian Railways Transport not only lead to improvement of service quality, but also increased productivity and cost optimization of quality. In the future, the implementation of this methodology in the company will not only enable satisfaction of service users, but also satisfaction to suppliers, employees and the community.

**Keywords:** improvement of quality, control charts, Pareto analysis, Ishikawa diagram, total quality management (TQM).

- Dominik Zimon, *A Role of Quality in Creating a Green Supply Chain*

Currently, care for the environment and Eco logistics become an important issue in creating a strategy for the company. Therefore, the supply chain are facing dual pressure one, to save the environment and another is to maintain the performance of the firm in the long run. According to the author extremely helpful in creating a green supply chain may be concepts of quality management. It is worth noting that the attempt to integrate quality management systems and implementing sustainable solutions in the supply chain is complex and requires a systemic approach to this issue. Therefore, the main purpose of this publication should be to signal and underline that creating sustainable supply chains should be supported by modern concepts of quality management and to present and discuss the main guidelines of quality management model in green supply chain.

**Keywords:** green supply chain, quality, management systems, sustainable logistics.

- Peter Gallo, Bohuslava Mihalčová, *Knowledge and Use of the Balanced Scorecard Concept in Slovakia related to Company Proprietorship*

The principal idea of this contribution is in actual use of the Balanced Scorecard (further referred to as the BSC) concept in the environment of Slovak industrial companies and the dependence of knowing the BSC concept related to company proprietorship. The article is focused on verifying the differences in knowing the concept in companies owned by Slovak or foreign owners. It is aimed to verify and publish data obtained from a questionnaire-based survey conducted in the environment of Slovak enterprising subjects. The article provides only part of our extensive research, with the rest of it prospectively dealt with by further contributions.

**Keywords:** Balanced Scorecard, performance, measurement.

## **ENVIRONMENTAL MANAGEMENT**

- Ionuț-Victor Rătezanu, *Waste Sector in Romanian at the End of the Programming Period 2007-2013*

Given the problems faced by Romania regarding the integrated waste management, we considered necessary an analysis of the European funds allocated to this need, for the programming period that has just ended. This paper provides an overview of the Sector Operational Programme Environment 2007–2013, special attention being given to Priority Axis 2 "Development of integrated waste management systems and rehabilitation of

historically contaminated sites". This study has concluded that all the money allocated to Priority Axis 2 was contracted, but unfortunately related objectives have not been achieved. It also highlighted the causes that led to failure.

**Keywords:** Sectoral Operational Programme Environment 2007-2013, Priority Axis 2, waste, integrated management, recycling, strategy.

## FOOD SAFETY MANAGEMENT

- Maurizio Lanfranchi, Carlo Giannetto, Angelina De Pascale, *Information Asymmetry on RFID System in the Agrifood Sector: A Study of Consumer Behaviour*

The present work aims to analyze the motivations that lead a consumer to consider RFID technology (Radio-Frequency IDentification) as an efficient traceability system for agrifood products. Owing to the relevant advantages offered by radio frequency identification, RFID is deemed to be one of the most complete and reliable information tools both for companies and for consumers. Although the importance of agriculture has remained unchanged over time, technological advances have extended its functions. Indeed, the agricultural sector has been integrated into a wider one, that of Agribusiness, including not only the production, but also the processing and marketing of agrifood products. The several encoding tools that succeeded in time have originated from the companies' and consumers' growing need to access to an increasingly detailed quantity of information, which is essential to carefully check what is produced and consumed. In this way, in a general perspective, we examine traditional bar codes which have been replaced in time, firstly by bidimensional codes, and today by the radio frequency-based technology, whose peculiar features and functionalities prove the RFID system's validity and efficiency. For this reason, this system is regarded as a better traceability tool than traditional encoding systems. With the aim of investigating the consumers' degree of interest in the new identification systems, the research group has carried out an empirical survey. The administration of the questionnaire has been a unique opportunity to discover and to show the potential of these applications to consumers.

**Keywords:** market investigation, consumers' perceptions, agrifood supply, radio-frequency identification, agrifood traceability, consumer's information.

- Valeria Borsellino, Gaetano Pisano, Corrado Ievoli, Emanuele Schimmenti, *Is Green Harvesting a Useful Instrument to solve Market Problems in the Wine Sector? Some Lessons from Sicily*

The green harvesting (GH) policy measure has been introduced in Italy starting from the 2009/2010 wine season, with the goal of preventing market crises by reducing the yield of a given parcel to zero. In the 2010-2012 period, almost 85% of the national expenditure and about 81% of European Union (EU) expenditure for this measure have been showered on Sicily. This paper, after examining the application of GH in this Region, explores the motivations of 300 vine growers of Western Sicily for taking part, or refusing to do so, in the GH measure. The survey shows the contrasting nature of the opinions that the implementation of GH has caused among the interviewed sample. In fact, on the one hand we have evidence of the farmers' desire to secure for themselves a guaranteed income, following the typical logic of accepting state assistance and subsidization. On the other hand, we found out a determination, in some producers, not to join in the GH even in the future, justified by factors connected with entrepreneurial culture and ethics. Finally, the statistical model shows that the decision to join is strongly connected to being part of a specific value system.

**Keywords:** green harvesting, Western Sicily, sample survey, vine growers, Logit model.

- Anna Irene De Luca, Teodora Stillitano, Filomena A. Franco, Giovanni Gulisano, *Convention Theory and the Assessment of Socio-Economic Sustainability of Alternative Food Networks in Calabria (South Italy)*

Some scholars present Alternative Food Networks (AFNs) as a model of sustainable food provisioning that can bring socio-economic and environmental benefits to the people involved and to the territories where they operate. Other studies have been questioning AFNs ability to ensure sustainability in food provisioning. This article starts from the claim

that AFNs may be more or less able to enforce sustainability of food provisioning depending on the circumstances where they act. The study maintains that theoretical and methodological tools are needed which assess sustainability of AFNs while taking into consideration contextual specificities. The article proposes Convention Theory (CT) as a theoretical framework to assess the socio-economic sustainability of AFNs with respect to the role they play in the agro-food, social and political contexts in Calabria (Southern Italy). It emerges that Calabrian AFNs might boost economic sustainability because they create opportunities for the valorisation and specification of traditional, high quality products. They might enhance social sustainability by tackling some of the causes of socio-economic backwardness in the region. Finally, they stimulate participatory approaches in political and legislative processes that open up to account for variability when considering the contribution of AFNs to sustainability.

**Keywords:** alternative food networks, sustainability, convention theory, Calabria region (Southern Italy).

## **OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT**

- Roland Iosif Moraru, Gabriel Bujor Băbuț, Mihai Popescu Stelea, *Prerequisites for Safety Diagnostic and Risk Analysis Integration in Complex Industrial Facilities*

The paper summarizes the results of a larger study which aimed to perform a comparative critical analysis of tools available for risk analysis and safety diagnosis, to highlight commonalities and specificities that differentiates them. We noticed that risk analysis tools such as FMECA by their characteristic structural, functional and methodological aspects, represents a risk analysis method that could be integrated within the safety diagnosis of complex industrial systems. It is intended proposing a diagnostic tool whose results will allow a connection with the risk analysis carried out on an investigated industrial system. Starting from the restrictions specific to different behavioral patterns and modes associated with them and integrating the results of the risk analysis (as expert level knowledge), will develop detailed procedures for diagnosis, which will allow to complement incomplete diagnoses, to eliminate physically impossible diagnoses and indication of the failure thus responsible for generating unwanted events. On this basis the authors estimated that it will become possible to develop an integrated approach to forecast the failure modes of an industrial system that will directly be applicable to the practice of industrial units to allow risk analysis and safety diagnosis through a systematic, scientific, holistic and integrated procedure. To assist all stakeholders involved in industrial installations safety (operators, competent authorities, population etc.), the new methodology will have to effectively integrate risk analysis and safety diagnostic tools, based on the prerequisites outlined in this work.

**Keywords:** industrial system, fault, integration, risk analysis, safety diagnosis.

## **GENERAL MANAGEMENT**

- Ion Verboncu, Sabina Irimie, *Restructuring vs. Reengineering*

Managerial restructuring and reengineering are two important ways to change, both recommended to Romanian organizations along with privatization, reorganization, improvement, modernization, rationalization. Restructuring is very fashionable lately despite the fact that its results could not be labeled as economically favorable. Reengineering is placed among other change methods only theoretically because of its methodological content on one hand and because there are insufficient evidence on its benefits over managerial and economical performances of a company on the other hand. Restructuring and reengineering cannot be applied and promoted together but separately; each has its own specific methodological scenarios, with partially different objectives and with different consequences. This paper's aim is to offer to managers of companies in turmoil or already in insolvency two possible methods to become profitable by using either restructuring with accent on changing the organization structure and reduce the staff or by using reengineering with accent on improving the economical and managerial performances by redesign each managerial component following the logical connection flow (objectives- processes-structure-personnel-results).

**Keywords:** managerial change, organizational change, restructuring, managerial reengineering, processes, structures, managerial and economical performances.

- Vasile Deac, Georgiana Cobzuc, *The Impact of Management's System of Norms, Values and Aspirations on the Strategic Management of the Organisation (I)*

The general management of an enterprise should clearly state the main directions that they wish to pursue, hence its purpose, performance goals or its position in a specific industry in order to later guide its strategic thinking process. However, without a system of norms, values and aspirations based on proper principles and rules, considering all the parties involved, the qualitative performance of the strategic management can be seriously affected, regardless the organization's nature (economic, social, political). In this article we will address an actual and very delicate problem: the influence of the managers' system of norms, values and aspirations in assuring a qualitative strategic management of the enterprise and, implicitly, a superior performance.

**Keywords:** values, standards, norms, strategic management, corporate governance, performance.

- Aruna Arputhamalar, S. Padmasani Kannan, *Written Correspondence – The Foremost Channel of Information Transfer in Organisations*

In the corporate world, communication is a dynamic process that underlines all kinds of information exchange. Most of the managers and corporate employees have the basic communication skills. But, their competency level varies and this could hamper the effective communication process. The study points out that it is vital that employees have good business writing skills. Written communication is the exchange of ideas and information through letters, reports, memos, agendas etc. The central purpose of written communication in the business world is: to inform, request, persuade and enhance relationship. The paper tries to answer the question as to whether written communication is important in the corporate or business world. The paper also studies the kinds of business documents that are 'largely' used in workplaces. For this purpose, a questionnaire was distributed to Indian corporate employees and managers and analysis was being done.

**Keywords:** written communication, business world, letters, reports, memo, negative messages.