

QUALITY MANAGEMENT

- Houda Hakim Guerhazi, Issam Mbarek, *Quality Management Integrated System and Reporting: Tunisian Case Study*

In dynamic and competitive environments, firms focus on Quality Management integrated Systems to secure a competitive advantage and to improve performance. Managers emphasize on reporting tools and dashboards in quality audit as a crucial lever of performance. Moreover, the accruing difficulty in keeping the company's quality in accordance with the international quality standards push companies to try various methods of management. This research paper presents a holistic vision of quality Management systems that combines managerial and computing aspects. Indeed, this article presents a comparison of the solutions depicted in the literature to manage the quality and studies how firms can manage quality through an integrated system to improve performance.

Finally, we suggested a solution to Small and Medium Enterprises via a Quality Management Software developed on J2EE framework and the Spring-Hibernate focusing on three main axes: Key Performance Indicators, document management references and audit management. Since, we have used open source technologies in conception and development, the company will not need to have any extra cost for certificates, deployment and maintenance. The only real cost is the one that is spent on the development phase. This solution helps the company to cut off the extra expenses and ensure a good balance between a good quality management and cost as well as a better integration with the already set infrastructure.

Keywords: quality management system, KPI, dashboard, software, J2EE, Hibernate.

ENVIRONMENTAL MANAGEMENT

- Daniela Ivanova, Anelia Haradinova, Elka Vasileva, *Environmental Performance of Companies with Environmental Management Systems in Bulgaria*

The global economy is developing progressively. The related technological and economic advancement, however, have increased significantly the pressure upon the planet and has resulted in serious expansion of humanity's ecological footprint. This trend requires implementation of immediate and urgent actions to achieve sustainable development. One of the most distinguished ecological instruments is the Environmental management systems (EMS) according to ISO 14001 and Eco-management and audit scheme. The EMS requires taking into account all significant environmental aspects and determining of environmental risks and ecological performance indicators.

The article explores the relation between EMS indicators and company's environmental policy characteristics incl. controlled indicators, tendency for negative impacts decrease, etc.

The results are based on research conducted among small, medium and large companies in Bulgaria. The information has been gathered through direct personal interview with either manager responsible for environmental policy or person involved in its implementation. The general aggregation includes 1373 companies while 137 have participated in the research.

The types of negative impacts caused by the company predefine the ecological indicators monitored on a regular basis: use of natural resources, solid waste generation, work-related effects, risk of ecological accidents, harmful emission in atmosphere, waste waters discharged in rivers or other basins.

According to the respondents the undertaken measures for environment protection are effective. Between 50% and 65% of the companies comment that the results of the measurement in the previous three years have shown beyond any doubt decrease in the negative impacts regarding the monitored indicators.

Keywords: environmental management systems (EMS), company environmental performance, ecological indicators, Bulgaria.

- Lenka Štofová, Petra Szaryszová, *Environmental Criteria of Public Procurement as a Tool of Development Sustainability*

Green or sustainable economic growth for environmental policy in the light of the current environmental crisis and resource depletion is discussed in various national and international political and expert levels. Indicators of green growth and statistical results can measure sustainable development, while they allow evaluating the green growth and supporting its integration into policy. The paper analyses the OECD's framework strategy with selection of important environmental indicators and characteristics, which are intended for the assessment of the green growth strategies (green marketing). The significance of criteria, which takes into account the price in terms of public procurement, is relatively high, but the values of economic activities (sustainable production, sustainable consumption and trade) are relatively low. Results suggest that production and consumption must be environmentally and economically sustainable. Nowadays green growth strategy also in Slovakia emphasizes economic value, the country goes the right way and economic-environmental activities will grow in the future. This study offers a concept for measuring the general environmental effects of activities and evaluation of green public commissions based on phrased criteria and methodical plan of implementation of the green public commission. The methodology provides the information needed for national economic reform plans based on the present status report.

Keywords: green public procurement, environmental criteria, sustainable production and consumption indicators, sustainable development.

- Simone Vieri, Grazia Calabrò, *Land Grabbing: Social and Environmental Implications*

Soil is a complex resource very important for the maintenance of natural balances; at the same time it supports all human activities. All the modifications to the natural soil equilibrium, put in place in order to make it more functional to the economic objectives are extremely delicate, as due to the length of the regeneration time, soil can be considered essentially as a non-renewable resource and, as such, it must be used in a responsible way, also respect to the financial investments involving it.

In recent years, political and economic circumstances have created a particularly favourable context for investments in land. Predictions which have drawn up long term perspectives based on the scarcity of resources and the guidelines which have given centrality to private investments seem to be questionable.

The issue of agriculture resource scarcity might be less relevant if the current conditions of access and use were improved. Similar consideration can be done considering the role of private investments that as such will never pursue public interest objectives.

As a consequence of such climate, land grabbing phenomena have been easily developed.

In this paper, both the land grabbing phenomenon and its implication from the social and environmental point of view, such as land defrauding to local community and its destination to no food cultivation and the exploitation of the resource, are analyzed. In fact, it is hard to think that this kind of investments can lead to a sustainable and responsible soil use.

Keywords: soil, land grabbing, sustainability, financial investments, agriculture, land investments, soil responsible use.

FOOD SAFETY MANAGEMENT

- Iuliana Bratu, *Potential Chemical and Physical Contaminants which affect Food Safety and their Control Measures*

A special significance to human health is the potential contamination or otherwise called the biological, chemical and physical insalubrity of food products. The main interest regarding this pollution is determined by the magnitude of this phenomenon and especially the prospect of its expansion. This paper aims to outline a summary of the main sources of chemical and/or physical contamination of food. The objective is to signal the main categories of contaminants and bring awareness to those involved in order to prevent them.

Keywords: quality, chemical/physical contaminant, food product, food safety, HACCP.

- Maria Manuela Silva, Luis Miguel Fonseca, Sérgio Dinis Sousa, *The Impact of ISO 9001:2015 on ISO 22000 and Food Safety Management Systems (FSMS)*

The implementation of international quality management standards and of food safety management systems (FSMS) has significantly increased worldwide. The edition of ISO 9001:2015 brought new concepts and approach to this International Standard, like consideration of organizational context and key stakeholders, risk based thinking, more emphasis on process management and less on documentation, amongst others. The impact of ISO 9001:2015 on the ongoing revision of ISO 22000 and on FSMS is analyzed and food sectors organizations have been surveyed. The results emphasize that achieving the desired results, the consideration of organizational context and reinforced leadership, the integration with ISO 9001.2015 and the consideration of risk based thinking, are amongst the most relevant issues concerning ISO 22000:2016 revision.

Keywords: ISO 9001:2015, food sector, ISO 22000 revision, food safety management systems.

INFORMATION SECURITY MANAGEMENT

- Marian Firoiu, Ioan C. Bacivarov, *Physical and Logical Security Risk Assessment Procedure for SMEs, according to ISO/IEC 27005:2011 and SR ISO 31000:2010 Standards*

This paper proposes an assessment procedure for physical and logical risk security for small and medium-sized enterprises. This procedure relies on SR ISO 31000: 2010 and ISO/IEC 27005: 2011 standards, is created step by step as a working model and is sustained by concrete examples facilitating the understanding of the risk assessment and analysis. This procedure is meant to be a useful and an easy tool for specialists who are concerned with security risk assessment.

Keywords: organization, security, risk, standards, SR ISO 31000, ISO/IEC 27005, procedure, risk management system, information security, risk assessment, physical security.

OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT

- Gabriel Bujor Băbuț, Roland Iosif Moraru, *Risk Management of Major Accidents generated by Malevolent Acts*

The transposition of the European legislation into national law regarding the control of major accident hazards involving dangerous substances has imposed the implementation by the operators from Romania of a safety management system. The legal provisions and the existing published literature at a national and international level provide a large volume of information regarding the structuring and development manner of this system, but they do treat barely the risk management generated by the malevolent acts on an establishment. Lately, the appearance and proliferation of new types of internal and external threats to which an establishment is exposed, it has brought to the attention of operators and regulatory authorities the need to integrate the malevolent acts in the safety management system. From this perspective, this writing aims to present an assembly of security measures designed to prevent and combat malevolent acts, to prevent and/or reduce the risks generated by these acts. The identification and selection from the specialty literature available at the national and international level, of the general security measures and those specific to the relevant categories of documents of malevolent acts, was performed according to the legal requirements regarding the civil protection and those regarding the security of objectives, goods, valuables and protection of persons, as well as the general principles of risk management contained in the ISO 31000 series of standards.

Keywords: malevolent act, risk, safety, management, major accident, establishment.

GENERAL MANAGEMENT

- Ion Verboncu, *The Scoreboard. A Modern Management Tool*

Making full use of the time budget they possess requires a proper time management by those who lead and manage the organization or its components. In the managers'

activity streamlining modalities category, based on the time resource there are included: proper programming and organizing of their work, improving the relations with the subordinates, effective use of the secretaryship, managers' work ergonomics, enriching and modernizing the managerial tool; the latter refers to the scoreboard as well, little used in the management of the Romanian organizations, either out of lack of knowledge or out of convenience.

Whether we refer to a complex scoreboard or to a narrower one, it offers the beneficiaries relevant information, transmitted in real time, on the results achieved in the applicative environment, information that ensures a proper knowledge of the reality in the managed environment, but also a scientific substantiation of the decisions that follow to be taken to mitigate or eliminate the causes that generated malfunctions.

The scoreboard is, therefore, a useful tool both in monitoring and evaluating the executives performance as a prerequisite for differentiated motivation, as well as in shaping the objectives and the ways of achieving them, specific to a future period. In order to fulfill the various roles it has in the organization management, the design, completion, transmission and use of the scoreboard in a rigorous methodological manner are decisive. We will insist on this topic in this article.

Keywords: managers, informational needs, scoreboard, model, balanced scoreboard, managerial performances.

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

Little concern for corporate governance is considered to be one of the main causes of the financial crisis that started in 2008. Consequently, post-crisis policies have prioritized the implementation of stable, regulatory frameworks, although some critics argue that the reform measures in Central and Eastern Europe, based primarily on the Anglo-American model, are liable to be tailored regarding aspects like property, cultural, social and institutional norms specific to countries with developing economies. Moreover, at this point, there is little evidence that can highlight the effects of good corporate governance on the performance and value of companies in this region. Also, quite often it is suggested that in the Eastern culture various entities (employees, creditors, political organizations, state etc.), can play an important role in Corporate Governance regulations.

Considering these assumptions we will further present the findings of a study conducted in Romania that highlights the opinions of both practitioners and theoreticians on the issues of Corporate Governance.

Keywords: values, norms, aspirations, strategic management, corporate governance, performance.

- Melissa Morone, Gabriele Giorgi, Javier Fiz Pérez, *Emotional and Organizational Competency for Success at Work: A Review*

In the present paper is aimed to introduce the theories on competencies from the historical roots of this theme to newer and more innovative approaches. Starting from the first competency model made up by David McClelland, which has inspired the studies held up by David Goleman about Emotional Intelligence, Spencer and Spencer introduce the concept of best performers and their characteristics. At last, one final view of what capabilities talented workers should have is given by Giorgi and Majer, who take up Goleman's idea of Emotional Intelligence and expand it specifically to the working field naming their theory Organizational Emotional Intelligence. As a result, this paper is to be intended as a review of emergent models of competency at work which are useful to understand what characteristics should be owned by talented and intelligent workers who, as a consequence, are an important part and investment of modern and innovative organizations.

Keywords: emotional intelligence, competency at work, organizational intelligence, organizational success.