

QUALITY MANAGEMENT

- Dalilis Escobar Rivera, Alexandra Simon Villar, Mayra Rosario Moreno Pino, *Towards to the Concept of Risk Approach in the Audit Integrated Management System*

The risk approach is a philosophy that is becoming amply used in a dynamic organizational context. Its current value is given among other items, by the requirements imposed by the market, competition and instability in economic-financial aspects; therefore a horizontal risk management is required. The application of this philosophy through the implementation of management systems is an essential premise, from the perspective of the International Organization for Standardization (ISO).

The audit subsystem is an active part in the control and corrective action of the management system and reveals a theoretical and practical gap in the applicability of the risk approach. This article aims to expose a conception of the risk approach in the audit management system, expressed in dimensions and variables. The literature review and information processing, using the centrality method of analysis, allows to identify schools of thought about management systems and their audit. Further on, it has been carried out a consultation to experts and a correlational study of intra and inter variables, in order to establish the criteria in the development of the object of study and the evaluation of the proposal.

Keywords: risk, management system, auditing, standard.

- Mirza A. Haq, Naveed R. Khan, Rakesh Parkash, Aliya Jabeen, *Impact of JIT, Waste Minimization, and Flow Management on Operational Performance of Manufacturing Companies*

Operational efficiency is one of the significant challenges faced by manufacturing firms in Pakistan. The research aimed to determine the effect of lean practices on operational performance of manufacturing companies in Pakistan. Lean practices, which were studied in this research, included Just-in-time, flow management, and waste minimization. The research examined how manufacturing companies could improve their operational efficiency by utilizing these lean strategies. The research utilized quantitative approach and correlational design in order to find answers of research questions. The sample consisted of middle and senior managers working in different manufacturing organizations in Pakistan. Sample size, proposed for this research, consisted of 380 participants. Data, gathered for this research, was analyzed through regression analysis. The findings of regression analysis revealed that there is significant association between just-in-time, flow management, and waste management and operational performance of manufacturing companies in Pakistan. This research offers an insight into the effectiveness of lean practices for improving operational performance of manufacturing companies in Pakistan. It is, therefore, recommended that in order to overcome the challenge of operational efficiency, firms should adopt lean practices. The understanding of relationships between lean practices and operational performance could help practitioners make better decisions by enabling the application of these concepts in organizations.

Keywords: just-in-time management, flow management, waste management, operational performance.

- Mihail Nikolaevich Dudin, Evgenia Evgenevna Frolova, Nikolai Andreevich Lubenets, Vladimir Dmitriyevich Sekerin, Sergey Valeryevich Bank, Anna Evgenevna Gorohova, *Methodology of Analysis and Assessment of Risks of the Operation and Development of Industrial Enterprises*

This article reveals an issue of management, as well as the analysis and assessment of risks of the operation and development of modern industrial enterprises. The main purpose of this article is to develop a unified risk assessment methodology that can be used as part of the risk management system of industrial enterprises. During writing the

article the following fundamental conclusions have been obtained:

- it has been substantiated that the risk management of industrial enterprises should be viewed as a function of management, as well as the process in which an iterative sequence of actions aimed at the detection, identification, assessment and development of measures to reduce the risk level are performed;
- a structural-logic algorithm for the risk management of modern industrial enterprises, in which two key types of risks (internal and external ones) and several types of risk factors specific to each type of risk have been distinguished;
- the practical application of mathematical instruments of assessment of external and internal risks with the use of the theory of probability (Bayes' theorem of total probability) and the fuzzy logic theory has been illustrated. The Russian production and industrial sector and a statistically average industrial enterprise have been taken as examples.

Keywords: industrial enterprises, risk management, quality management, fuzzy logic, Bayes' theorem.

- Amalia Venera Todoruț, *A New Architecture of Quality in Education*

In this paper I approached issues related to the need of rethinking the concept of quality given that the national and international competition creates strong pressure, which is necessary for the educational institutions and the education system as a whole. The fundamental objective of this paper was to reveal the impact of the quality of education on the economic growth and the development of an open, confident and sustainable society. Thus, I tried building a quality concept that captures, as faithfully and with high accuracy, the profound transformational changes both in society and in each and every organization. I approached quality as a process, as a cultural condition and I showed that performance can be achieved only where the quality policy is essential to university life. This requires enriching and refining the quality concept of education, in terms of the new value created and added to the learners, the education provider and the system level. The method of investigation used was the documentary analysis which included: works of literature dedicated to quality and quality assurance; articles, studies, reports, works of literature devoted to public policies and education policies in the country and the EU; analyzes, reports and studies dedicated to decision-making structures and mechanisms specific for the Romanian education system.

Keywords: quality of education, values, changes, sustainability.

ENVIRONMENTAL MANAGEMENT

- Riccardo Beltramo, Stefano Duglio, Paolo Cantore, *SCATOL8®: A Remote Sensing Network for Risk Assessment in the Environmental Management System*

The revision of the ISO 14001 standard on environmental management systems, published in September 2015 by the International Standardisation for Organisation, contains several structural innovations compared with the past edition (2004). The most important improvements are connected with the introduction of three new concepts: the organisational context, the life-cycle perspective, and the risk assessment. The concept of risk is defined as the condition of uncertainty in reaching the environmental objectives, and it can be divided into two main categories: risks for the environment and risks for the organisation. Consequently, in the planning phase of an environmental system, consideration should be given to both the classical aspects of the EMSs (identification of the environmental aspects, compliance with the environmental legal requirements, and identification of environmental objectives and targets) and the risks from which potential damage in terms of reputation, business continuity, and legal liability can derive. From this point of view, the collection and analysis of the organisation's environmental data play a fundamental role, on the one hand, in order to achieve the environmental objectives and goals and, on the other hand, for planning the risk analysis for both the environment and the company.

Keywords: risk assessment, environmental management, ISO14001, remote sensing

network.

- Remus-Ion Hornoiu, *Resilience Capacity of Local Communities from Protected Areas under the Impact of Climate Change and their Strengthening through Ecotourism. The ASEAN Countries' Case*

The interconnection between the resilience capacity of local communities in protected areas, ecotourism and the need to adapt to climate change it's considered a priority. However, the proposed theme may have a significant contribution to the development of knowledge in the area of ecotourism development of local communities in protected areas from ASEAN countries, under the impact of climate change. Through this paper will be proposed identification methods of application ways of ecotourism as reinforcing element of local communities resilience in protected area. In the conclusions will be discussed the problem difficulty elements and limits to current approaches.

Keywords: resilience, local communities, protected areas, ecotourism, climate change.

- Gianluca Felicetti, *The Concept of Resilience Applied by Local Communities in Protected Area as Social-Economic-Ecological Systems (SEES)*

Acknowledgment of changing status and uncertainty has given further impulse to the need for new assessment methodologies; discuss the need for greater integration and changing of systems thinking in ecotourism planning in local communities of protected areas. The key to successfully governing processes of change and integration with a view to achieving sustainability in protected areas respect in resilience, which avoids dissolution in the surrounding development. Resilience itself confers a measure of the capacity of a system to absorb disturbance and reorganize, while undergoing change, with the same or similar system retained. Tourism resilience represents the ability of social-economic-ecological systems (SEES) to regain from tourism induced stress. In this paper, we analyzed how the social resilience relates to the ability of local communities in protected areas as SEES to cope with external stress or disturbances resulting from social, political and environmental change.

Keywords: resilience, ecotourism, tourism, local communities, protected area.

ENERGY MANAGEMENT

- Giuseppe Bonazzi, Mattia Iotti, *Evaluation of Investment to improve the Quality of Buildings and generate Positive Externalities*

Investment in housing construction is an investment of major importance for families and, in Italy, is still the largest investment of most Italian families. In recent years, however, the housing market crisis has resulted in a reduction in trading volumes and investment in housing has been a sharp reduction in the domestic market. However, the Italian government has provided tax benefits to encourage investment in renovation with the aim of improving building quality via energy saving investments in order to promote the generation of positive externalities and to reactivate the construction sector. In this context, the work has the aim to develop and apply a discounted cash flow (DCF valuation model) to a sample of 20 civil buildings located in northern Italy which were scheduled for a building renovation intervention to improve energy efficiency. Applying the model via the calculation of internal rate of return (IRR) allows shifting the focus from cost assessments to private home building performance assessments in order to compare the investment in building renovation with other investments, including financial investment. The analysis result shows, at a duration of 10 years, that the return on investment for building renovation has no cases of negative return in the 20 cases analyzed and has an average IRR of 8.5619% and median IRR of 8.1050% higher than the bond issued by the Italian Treasury (BTP) and is particularly affected by tax benefit incentives. The IRR approach may allow a better assessment of building renovation investment, particularly to achieve a better knowledge of the effects of tax benefits on building renovation investment.

Keywords: building renovation, positive externalities, buildings quality, discounted cash flow approach (DCF), internal rate of return (IRR).

FOOD SAFETY MANAGEMENT

- Hana Doležalová, Kamil Pícha, Josef Navrátil, Michaela Veselá, Roman Švec, *Perception of Quality in Decision Making Regarding Purchase of Organic Food*

The aim of the paper is to assess the perception of various aspects of food quality among consumers who purchase or do not purchase organic food. Purchasers at general food stores, specialty stores and farmer markets were surveyed by means of a questionnaire survey. Factors of food purchase decision-making and the importance of quality with regard to purchasing were analyzed. Consumers purchasing conventional food, unlike consumers purchasing organic food do not state that availability is the main criterion of purchase. Consumers purchasing significantly more often state that they place quality as the main criterion before price. They also consider freshness to be an important attribute of quality and pay less attention to the appearance of purchased organic food.

Keywords: organic food, quality perception, consumer behaviour, questionnaire survey.

- Giorgio Schifani, Pietro Romeo, Giovanni Dara Guccione, Emanuele Schimmenti, Pietro Columba, Giuseppina Migliore, *Conventions of Quality in Consumer Preference toward Local Honey in Southern Italy*

During the last few decades consumer demand for local foods has increased around the world, particularly in the USA and Europe. Such consumer trend also contributes to redefine a new alternative geography of food; in which local foods are perceived to be of better quality and safer. Moreover, consumers frame local food quality not only in terms of general attributes, such as taste and price, but also in terms of more subjective attributes closely linked to social and environmental aspects of products. These attributes are recognised by consumers as a range of socially constructed food quality criteria, which play an important role in the creation of information about quality and consumer decision-making. In this study, to better understand the choice of consumers with respect to food sourced locally, it was decided to analyse, as illustrative case product, the consumption of honey. More in depth, the aim of this study is to identify the quality characteristics that most influence the purchase of locally produced honey, or to identify those that may affect transactions in the local market for honey, guiding the choices of consumers.

Keywords: quality perception, credence attributes, consumer demand, logistic regression.

- Elizabeta Mitreva, Daniela Cvetkovik, Oliver Filiposki, Dejan Metodijeski, Hristijan Gjorshevski, *Implementation of the Methodology for Flawless Operation at a Frozen Food Company in the Republic of Macedonia*

This paper offers a methodology proposal for faultless operation as a subsystem of Total Quality Management (TQM) system which resulted as a great help for a snails processing company in the process of designing a good quality system. Throughout the designing of standard operating procedures there must be an appropriate methodology with methods and techniques for faultless production and methodology for optimizing costs applied. This methodology offers the support of the top management acquired due to presentation of the results of the implementation of the methods and techniques and the involvement and commitment of every employee, because the ones dealing with those processes are the ones that improve them.

The methods applied in this paper are: Checklist, Pareto access and Ishikawa method. The results of this demonstrated that the application of the philosophy of total quality management in the company for processing snails not only led to the improvement of product quality, but also towards an increase of the productivity and cost optimization of quality. In future, the implementation of this methodology would not only enable satisfaction of consumers, but also contentment of suppliers, employees and the community.

Keywords: quality improvement, internal standardization, Pareto analysis, Ishikawa

diagram, total quality management (TQM).

GENERAL MANAGEMENT

- Dmitry Plokhov, Ilya V. Osipov, Sergei Titov, Evgeny Nikulchev, *Study the Efficiency of Interproject Communication with Social Network Analysis*

Traditional performance monitoring techniques in project management are based on classical measures – costs, schedule and scope of work. But focusing our view on these indices and their derivatives we can overlook one of the most important elements of project management – project participants. Degrees of their coordination, cohesion and collaboration directly influence on the extent to which project goals could be achieved. Communications and relations between participants play a vital role of special glue holding project parts together. Besides, communication environment integrate within itself information about all aspects of a project – successes, failures and conflicts. Character of interpersonal relations and structure of communications between participants are proposed as indicators of successfulness or failures. In present report project participants are considered as a social network. Using social network analysis (SNA) techniques provides opportunities to examine links between structural characteristics of interproject communication networks and project performance.

Keywords: social network, interproject communication, project performance.

- Carmen Păunescu, Alexandra Ioana Pascu, Oana Pop, *Social Enterprise: How does this Way of doing Business differ from other Forms of Enterprise?*

The paper introduces a business model framework for a social enterprise, by giving different examples from today's Romanian market, while providing a good understanding on how social entrepreneurs created a viable revenue model and generated a social/environmental impact. In the paper, each key component of the model is explained, namely value proposition, market, ecosystem, economic model and impact, and practical examples of social enterprises are offered, meant to prove the applicability of the proposed model. Creation of the business model starts with recognizing and identifying the social challenge, determining the type of intervention needed, understanding what works best for both enterprise and social mission up to learning how to create a successful product or service, how to engage the stakeholders throughout the business development, and how to generate revenue.

Keywords: business model framework, Romanian social enterprise, social challenge, social value proposition, social customers, social impact.

- Ion Verboncu, Grigore Ciurea, Cristina Iorga, *Improving Decisional Performances of Organisation's Management*

Streamline the management of the organization is one of the major objectives of the actions of the management teams and major stakeholders in companies and public institutions in Romania, to the extent that management is well known in the position of placing the main factor of increasing economical efficiency. How exercised management is reflected in management decisions, it is clear that the level of decision's comportment of the management should be designed and operationalized priority ways of improvement, covering both those that substantiates and adopted, and decision-making mechanisms put in motion to "produce" them. Managers involved in the running and management of an organization are numerous and gradual involvement in solving the decision of the problems it faces and the effects of operational decisions are also varied; therefore requires a balanced approach to issues of efficiency and effectiveness of decision making. Our material meets this problem and highlights the most sensitive ways to boost performance in terms of transition to knowledge-based organization and management.

Keywords: management's decision, decision making, quality of decision-making efficiency, decision's methodologisation.

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

The management's system of values and aspirations is one of the most important aspects regarding the strategic orientation and the governing of a company. The decisions taken by the management body directly affect the company's evolution and performance, hereby the importance we consider that needs to be granted to this issue. In the last part of this article we would like to present a comparison between the theorists and the specialists' opinions when it comes to the importance of several elements of corporate governance. Furthermore, based on the findings of this research, at this article we also propose several measures that aim to improve the politics of Corporate Governance in Romania.

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