

**QUALITY MANAGEMENT**

- Peter Madzík, Anna Chocholáková, *Structured Transfer of Customer's Requirements into Product Quality Attributes – A University Case Study*

The presented paper is aimed at the proposal of a methodology for structured transfer of requirements of praxis into study courses of universities. The methodology is based on the principle of integration of customer's requirements into product quality attributes, which is the basic precondition for a systematic quality management. This methodology is aimed at the identification and quantification of requirements of employers for university graduates and integration of such requirements into the structure of a study course. The methodology uses some procedures from the method Quality Function Deployment, whereas the emphasis is placed especially on the simplicity of procedures with preserving the value of resulting information. The methodology enables not only to identify areas for improvement in form of poorly met requirements of employers, but can also determine methods for improving the structure of study course.

**Keywords:** quality management, higher education, requirement of praxis, study courses.

- Srinivasa Rao Potti, Viswanadhan K. G., Raghunandana Kurkal, *Roadmaps to Excellence for the young Self-financing Engineering Colleges in India*

A large number of self-financing engineering colleges in India, which are less than 10 years old, have complained in the recent past that they have failed in attracting talented students for their undergraduate programmes. Some such engineering colleges were even forced to shut down due to poor student strength. Inferior service quality leading to low stakeholder satisfaction is the main reason for poor student strength in these colleges. Considering the ranked engineering colleges as best-in-class organizations, the performance of young engineering colleges are compared with ranked engineering colleges from self-financing category and the gaps have been identified. The practices commonly followed by the young engineering colleges are compared with the practices followed by the best-in-class engineering colleges internationally and ranked engineering colleges in India. Then, the practices that are suitable for young engineering colleges in India but not yet initiated by the college management, have been identified. The practices that are listed in this manner are arranged in a systematic manner and roadmaps have been developed. Young engineering colleges can achieve excellence by following the roadmaps presented in this paper.

**Keywords:** excellence, benchmarking, best practices, quality, ranked colleges and young colleges.

**ENVIRONMENTAL MANAGEMENT**

- Saida Olegovna Apsalyamova, Bella Olegovna Khachir, Oleg Zakireevich Khuazhev, Aleksandr Nikolaevich Drozdov, Yulia Valerievna Leshova, *Tendencies of the Modern Development of Forest-Based Sector of Economy*

The conducted research is an independent estimation of the current state of the forest-based sector. It considers many aspects of the sector activity, including management, industry, policy, science, education, environmental protection, certification, and legacy of the wood origin. The conducted research is based on internationally acknowledged approaches to stable forests management and acknowledgement that the Russian forest is an ecological asset of the global importance. It discusses three scenarios of the development of the forest-based sector: inertial, moderate, and innovational. It is defined that the forest-based sector will continue increasing its production in all three

scenarios. However, only the innovational scenario will allow to provide its progressive development on the basis of principles of stable management. The research shows that in order to transfer to the innovational scenario, the forest-based sector needs to conduct constructive reforms on its restructuring and increasing of the management efficiency. Broad international cooperation will be an important factor in achieving this goal in terms of many areas associated with the use, reproduction and protection of forests. It is determined that understanding of the dynamics and potential of further development of the forest-based sector and problems it faces will be solved by implementing the innovational scenario on the basis of innovations and breakthrough technologies, the latest generations of equipment, knowledge and scientific achievements accrued by the world experience for the previous two decades. The conducted research showed that this approach referred not only to the equipment and technologies but also to the policy, governmental institutions, science and education. In other words, the forest-based sector has an opportunity to step over the stage of the development, and enter a new reality as an updated, modern and competitive segment of the national and world economy. It is defined that the implementation of this advantage will require exceptionally urgent and serious scientific working out, investments in science and education, qualified personnel, prediction and forecasting of technologies and world markets for future decades.

**Keywords:** biodiversity, ecosystem, forest policy, forest services, "green" economy, habitat, monitoring, payment for ecosystem services, protective functions of the forest, recreation.

## **FOOD SAFETY MANAGEMENT**

- Neli Darie, Iuliana Bratu, *Food Safety as a Nutritional Aspect – An Integrated Approach to Food Policy at EU Level*

An adequate nutrition should be regarded both from the point of view of the proper amount of food, as well as the quality and diversity. The key factor in maintaining our health is nutrition. In this paper, we highlight the main dimensions of human nutrition and its implications on our life and health. The objective desired is the acquisition of knowledge in the field of nutrition required for an effective management on food safety. Information is being cumulated on the relationship between the health status of human nutrition, food-safety materials and on the influence of food processing on food and feed safety.

**Keywords:** quality, food safety, nutrition, HACCP, food policy, food safety management.

- Mihail Nikolaevich Dudin, Evgenia Evgenevna Frolova, Aslan Huseynovich Abashidz, Olga Igorevna Miroshnichenko, Ekaterina Vladimirovna Shikalova, *Pioneering Development of Italian National Agroindustrial Complex in the Context of Ensuring Food Security*

The main goal of the present work is to form the basis of organizational and economic mechanism of pioneering development of agroindustrial complex of Italy in order to increase the national level of food security suitable for extrapolating this experience on other developed countries and countries in transition. In order to achieve the set goal, the work studied basic peculiarities of social and economic development of Italy within the European Union, researched theoretical and methodological approaches to solving the problem of food security, offered solutions contributing to the transfer of agroindustrial complex of Italy to the innovational way of development that will contribute to the growth of national food security. In the article special methods of research were used: content analysis of scientific sources, comparative economic and statistical analysis based on using open data. The results of the research include the development of basic recommendations on forming organizational and economic mechanism that provides the transfer of agroindustrial complex of Italy to the pioneering way of development that will contribute to the growth of food security of the country. The obtained results and

conclusions may be used to solve similar problems in agroindustrial complexes of other countries.

**Keywords:** agroindustrial complex, food security, agriculture, innovations, the European Union, Italy.

- Mariantonietta Fiore, Antonino Galati, Maria Crescimanno, Francesco Contò, Marcella Giacomarra, Salvatore Tinervia, *Managerial Suggestions to Sustainable Market Choices: A Business Profitability Assessment on the Adoption of Voluntary Certification in the Wine Industry of the Italian "Mezzogiorno" Regions*

Quality and environmental management systems have become prominent business strategic tools to address social and environmental problems. Several voluntary certification schemes have been developed in various economic sectors, as well as in the food one. Nevertheless, it remains unclear if a positive business profitability exists as a consequence of their adoption. Aims of this work was to compare two specific groups of firms operating in the wine industry, certified and non certified ones, in order to verify the existence of a positive impact directly belonging to the adoption of environmental and food safety proactive approaches. To this scope, a sample of 173 cellars located in the Southern Regions of Italy has been considered. Our findings demonstrate how the adoption of voluntary certifications positively influence some of the profitability ratios of firms. Moreover, a linkage of such profitability with firm size, leading to an interpretation mainly focused on specific trade channels managerial choices. This work suggests interesting inputs for academics as well as for wine managers, highlighting an environmental pro-active input typical of internationalization and trade channels strategies and policies in enabling not only the market diffusion of such kind of green tools but also the achievement of targeted positive profitability ratios.

**Keywords:** quality, environmental, food, management systems, voluntary certification schemes, wine industry.

- Karolina Horvatinčić, Damir Demonja, Sanja Tišma, *Green Jobs for Green Food: New Knowledge and Skills for Family Farms in Food Production in Croatia*

Agriculture plays an important role in national economy and development of Croatia. Bearing in mind that the long-term development of the country is directed towards sustainable development, environmental protection, utilization of natural resources and effective management, we can conclude that in agriculture, and in all segments of economy, it is necessary to introduce changes. The objective of this paper is to analyze knowledge and needs of a farmer related production in accordance with current changes due to Croatian entrance of the European Union, and general knowledge and skills needed for competitive and sustainable business. A special emphasis was given on needs and capacities related to use of renewable energy sources in food production. The research showed that there is need for agricultural knowledge for farmers in order to achieve green development standards: improving the agricultural competitiveness, the quality of agricultural production and marketing of agricultural products, and conservation, protection and sustainable use of the environment. Those results can contribute in decisions on topics proposing the contents which can be expanded, thus enhance the existing high school curriculum, prepare a draft curriculum for adult training as well as for the farmers who have completed secondary vocational school.

**Keywords:** Croatia, green jobs, green development, renewable energy, green food.

- Simone Vieri, Grazia Calabro', *The Impact of Health Claims on Food Production and Eating Habits: An Analysis of the Evolution of Consumption in Italy*

In Developed Countries, the problem of malnutrition is mainly connected to excessive food-intake whose direct consequences can be overweight and obesity. In the last decades, these problems increased significantly and they are expected to rise in the next future.

Consumers education towards healthier food models is the main tool to prevent overweight and obesity.

The European Union has approached the issue through regulatory actions that, from 2006, have completed the existing general framework of labelling requirements, by providing for specific provisions aimed at protecting the consumer's right to correct information on nutritional and health properties of food.

In this framework, the aim of this paper is to verify if after ten years of the introduction of the European Regulation 1924/2006, the declared objectives have been reached.

In particular, an analysis in depth, regarding the evolution of lifestyle, health conditions and food production in Italy in the period 2005-2014 has been carried out.

**Keywords:** health claim, obesity, consumer education, food label, malnutrition, eating habit.

- Fabrizio Maltese, Chiara Giachino, Alessandro Bonadonna, *The Safeguarding of Italian Eno-Gastronomic Tradition and Culture around the World: A Strategic Tool to enhance the Restaurant Services*

The eno-gastronomic heritage can be considered an essential resource to create a national appeal and increase the phenomenon of tourism that is strongly tied to food. Indeed, the Italian food products are an important promotion element for Italian territories and a useful tool to increase the tourist offer not only at the national level. Unfortunately, the success of Italian food has created a parallel economy of counterfeit goods that recall an Italian origin and has generated an economic loss for the real Italian food industry. Therefore, in an effort to win the consumers' trust again, the European Union has implemented a complex system of rules/regulations on food safety and food quality issues. Indeed, the EU guarantees high safety standards on foodstuff sold on the European markets through strict production requirements and, at the same time, provides some voluntary quality systems i.e. PDO, PGI etc. There are also various private certification schemes dedicated to the valorization of food products and food service. The "Italian Hospitality- Italian Restaurants around the World" project is inserted in this perspective. It is a certification scheme related to restaurant services abroad and it aims at promoting the traditional Italian food and gastronomy the world over and defending the Italian culture and the consumers from food fraud. This study reports an analysis of this quality system and evaluation during its implementation phase.

**Keywords:** "Italian Hospitality - Italian Restaurants around the World" project, food quality scheme, food fraud, traditional Italian foodstuffs, restaurant service.

- Liliana Mihaela Moga, Mirela Cretu, *The Fish and Fish Products Traceability Legal Framework Analysis*

In the European fishery sector, the traceability represents a relatively new concept and it is in the attention of the fish inspection services and fishery industries. Recently, it has

been developed international standards, industry guidelines, and legislation, and beginning with January 2005 the fishery industry in the European Union, and other countries that export fish to European Union must have implemented traceability systems in order to comply with the requirements of the Regulation EU no. 178/2002 of the European Parliament and the Council. In this context, the aim of this paper is to present a brief review regarding the European Union fish traceability legal framework and of others countries which play an important role in the global fish trade.

**Keywords:** traceability, fish, fishery products, food safety, quality assurance, legal framework.

## GENERAL MANAGEMENT

- Gabriele Giorgi, Javier Fiz Pérez, Serena Mancuso, *The Negative Effects of Extrinsic Motivation on Organizational Emotional Intelligence*

Introduction: Emotional intelligence is an emergent topic. However, few studies have tested its relationship with motivation at work, which remains unclear. In particular, the effects of extrinsic motivation on emotional intelligence are underinvestigated. Method: The Organizational Emotional Intelligence Questionnaire (ORG-EIQ) and the Work and Organizational Motivation Inventory (WOMI) were administered to 486 Italian employees. In testing the relation-ship of emotional intelligence with motivation, we used a new Italian model that includes self-awareness; self-management; social competency and relationship management. Results: Findings suggest that intrinsic motivation dimensions add a significant percentage of variance, in addition to variances due to extrinsic motivation with respect to emotional intelligence. Discussion or Conclusion: The results highlight the negative association of extrinsic motivation with relationship management in particular. New research and intervention perspectives are suggested.

**Keywords:** emotional intelligence, extrinsic motivation, work, organizational intelligence, Italian companies.

- Aleksandr Ivanovich Kashirin, Aleksandr Sergeevich Semenov, Anna Aleksandrovna Ostrovskaya, Tatiana Vladimirovna Kokuytseva, Vadim Veniaminovich Strenaluk, *The Modern Approach to Competence Management and Unique Technological Competences*

This paper is focused on the analysis of the best practices experience of competence management to make the support for proposals on the competence management improvement in modern corporations. Analysis of advanced experience of competence management has shown that currently social technologies are actively used to solve business problems and form new unique competences. One of the most important examples of this kind of technology is electronic portals and platforms with different features, which allow attracting a large number of internal and external experts to collaborate by the use of modern Internet technologies as platforms for collective action. The paper considers such platforms of competency management as InnoCentive, NineSigma, Yet2.com, InnovationNet (USA), Wazoku (Great Britain), HunchBuzz (New Zealand), Witology (Russia) which are the most successful mechanisms of creation, exchange, and management of the competencies. Creation of modern corporate portal of this kind can help a corporation to achieve better results and to increase the competitiveness level both on domestic and foreign market. Nevertheless, sometimes in corporate context more sophisticated interfaces are needed to specify detailed features of specialist qualifications, so the valid description form for it should be developed. Rostec Corporation developed such a description form which is called Unique Technological Competence form. The structure of it is outlined below.

**Keywords:** competencies, IT-solutions, crowdsourcing, platforms, open innovations, key competences management.

- Sebastian Ion Ceptureanu, *Sources and Factors in Ensuring the Competitive Advantage of the Company*

Whatever the industry it operates and whatever type of strategy chosen, at the very core of strategic decisions of management must be creation and retention of sustainable competitive advantages. Sustainable competitive advantage is a component of a company's strategy which provides a considerable advantage over present and potential competitors. The competitive advantage has to be significant, which means the ability to make essential distinctions. Thus, a small superiority in quality, given that a good quality already fully satisfies the majority of customers, can not constitute a basis for sustainable competitive advantage. At the same time, sustainability requires that any advantage must be constantly maintained and strengthened.

**Keywords:** competitive advantage, company strategy, value chain.