

## **QUALITY MANAGEMENT**

- Jan Kopia, Andreas Kompalla, Ioana Ceaușu, *Theory and Practice of Integrating Management Systems with High Level Structure*

Management system standards are used by many organizations all over the world. Many companies also implement more than one management system standard. This study focuses on organizations which operate at least two ISO-based management systems and analyzes the approaches for implementing and operating of these systems. The authors firstly present empirical results based on a survey and secondly two case studies which are compared regarding their approaches. A special focus is being put on the integration aspect in the context of the high level structure of ISO-based management system standards.

The result shows that most companies with more than one management system standard try to integrate the management systems making use of the Annex SL. Despite the given high level structure and main processes, there are many differences in the integration of the analyzed companies. On the basis of these findings the authors suggest improvements of Annex SL.

**Keywords:** management systems, management system standards, quality management, ISO 9001, ISO 14001, ISO 27001, Annex SL, high level structure, IMS, integrated management systems.

- Miroslav Žižka, Pavol Budaj, Peter Madzík, *The Adequacy of an Organisation's Measurement System in Quality Management*

This article focuses on assessing the adequacy of an organisation's measurement system, using commonly used indicators of the performance and of the quality of production processes – recording the frequency of occurrence of certain types of errors. Through the systematic monitoring of data about quality from a specific company, the relevance of particular indicators was reviewed with regards to their effectiveness and the economic aspect of the monitoring and measurement. Possibilities for reducing data with regard to maintenance, or minimally reducing their reliability, were assessed using a factor analysis. Discrete indicators of quality were examined through evaluating process outputs. Also reviewed was the correlation structure of the frequency of specific errors. A series of factor analysis procedures was carried out experimentally with the objective to (1) assess the suitability of variables for factor analysis, (2) determine the degree of variability explained by a particular mathematic model, and (3) reveal the degree of coverage of the total number of errors by the specific variables. The results based on the example of a specific production organisation prove that the possibilities to improve the adequacy of a measurement system are significant. From the originally monitored 47 errors, 27 of the most frequent were identified, which accounts for 97% of all errors. Through factor analysis, these 27 types of errors were merged into just 11 categories of errors, with the reliability of the results maintained at 80%. The results contribute to a broader professional discussion focused on better decision-making in indicator selecting.

**Keywords:** measurement system, quality, indicators, adequacy, factor analysis.

- Dominik Zimon, Teresa Gajewska, Lucia Bednárová, *An Influence of Quality Management System for Improvement of Logistics Distribution*

The aim of this publication was to examine the impact of the implementation of the requirements of ISO 9001 for process improvement distribution logistics. Empirical studies were carried out in September and October 2014 on a group of 17 companies with implemented and certified quality management system according to ISO 9001. The research tool was a questionnaire survey sent to management representatives (25 respondents) and warehouse workers (140 respondents). Based on the survey they were formulated following conclusions: standardized quality management systems in the greatest extent influence the strengthening of relationships in distribution channels

and improve logistics customer service, through the development of procedures and work instructions workers make fewer mistakes in the process of distribution, ISO 9001 does not have a significant impact on the improvement of the physical flow of products.

**Keywords:** distribution logistics, quality, management systems, ISO 9001.

- Miriam Jankalová, Radoslav Jankal, *The Proximity Rate of the Corporate Social Responsibility Concept in the Excellence Models*

Evaluation of CSR items has been recently becoming a problem. The problem is not due to the lack of approaches enabling to measure this status, but the fact, that not every approach is able to measure the achieved status in every CSR item. The EFQM Excellence Model and The Malcolm Baldrige Model for Performance Excellence are approaches, frequently used in the practice. The aim of this paper is to identify the proximity rate of the CSR concept in these models, on the grounds of comparative analysis. The main conclusions of this study are: The CSR concept is present in each of the analyzed models and the difference is in the determined proximity rate of the CSR concept. This study is based on information gathered through extensive literature review (research publication, research studies, documents about the models) using internet and research databases and the author's own experience.

**Keywords:** corporate social responsibility, proximity rate, excellence, model, EFQM.

- Al Mouzani I., Bouami D., *Similarities and Differences Between Lean Approach and the Total Quality Management – A Review*

Lean and Total Quality Management (TQM) have been introduced as universally applicable best methods to improve the performance of enterprise operation through continuous process improvement.

The aim of this article is to explore a literature review that compare between Lean and TQM approach, in order to find the similarities and the differences between the two approaches including an evaluation and criticism of each concept.

While TQM and lean have many similarities, especially concerning origin, methodologies, tools and effects, they differ in some areas, in particular concerning the main theory, approach and the main criticism. However, there is a lot to gain if organizations are able to combine these concepts, as they are complementary.

Lean is excellent road-maps, which could be used together with the values in TQM.

**Keywords:** Lean, TQM, quality improvement.

- Nagaraj Kamath H., Lewlyn L.R. Rodrigues, *TPM leading to Total Production Management*

**Purpose** – The purpose of this paper is to illustrate the appropriateness of System Dynamics (SD) as a tool for obtaining a total productive environment in an offset machine of a commercial printing press, which in this research will be termed as “Total Production Management”. Considering the case of a multicolor sheet feed offset machine, socio-technical variables and empirical research, an attempt is made in this research, to develop a SD model for Total Production Management, which is a novel approach. By controlling the Socio-technical variables, this model will simulate or predict the behavior of the important print performance parameters like: quality, cost and delivery time.

**Methodology** – System Dynamics methodology was used in this research, to build an integrated dynamic simulation model called Total Production Management model for an offset printing machine.

**Findings** – It was possible to identify different Socio-technical variables involved in the model of Total Production Management and their influence on the required printing performance like: cost, delivery and quality. Hence this can help managers in making efficient decisions regarding printing operation.

**Social implications** – Since SD methodology is used, issues of sustainability are ensured and Socio-technical system theoretical frame work is considered for model building.

**Keywords:** printing operation, total productive maintenance, system dynamics and total production management.

- Edi Purwanto, *The Effect of Cosmopolitanism on Perceived Foreign Product and Purchase Intentions: Indonesia Case*

The purpose of this study is to analyse: (1) the effect of consumer cosmopolitanism on perceived foreign product quality, (2) the effect of perceived foreign product quality on foreign purchase intentions, and (3) the effect of consumer cosmopolitanism on foreign purchase intentions. The design of this research is quantitative. A total 175 School of Management students at a university in Jakarta were respondents for this research. The study's result proves that the first hypothesis was supported. Consumer cosmopolitanism has a positive and significant impact on perceived foreign product quality. The study also proves that the second hypothesis was supported, i.e. perceived foreign product quality has a positive and significant impact on foreign purchase intentions. Furthermore, the third hypothesis was supported. Consumer cosmopolitanism has a positive and significant impact on foreign purchase intentions.

**Keywords:** consumer cosmopolitanism, perceived product quality, purchase intentions.

- Fabio Verneau, Teresa Del Giudice, Teresa Panico, Francesco Caracciolo, *Fair Trade Food Products: Insights about Motivations for Consumption Behaviour in Italy*

This paper aims to provide insights into consumer motivational systems and their relations with fair trade product purchasing behaviour in Italy. In order to pursue this goal, the effectiveness of two alternative approaches were formally assessed and validated by using a sample of Italian consumers. One approach is based on two attitudinal scales, namely i) attitude to fair trade in general and ii) attitude to fair trade products. It involves a complex theoretical model, firstly validated in Belgium to assess the importance of the knowledge, information and attitude toward fair trade. The other approach considers intention and buying behaviour as determined by a synthetic indicator of action tendency, called Consciousness for Fair Consumption, resulting from personal experiences, norms, values and attitudes. Although both sets of scales showed good internal reliability and statistical evidence of behavioural predictive validity, one of the two sets is able to depict actual behaviour in much greater depth than the other.

**Keywords:** fair trade, attitudes, Italy, scale validation, consumer behaviour.

## ENERGY MANAGEMENT

- Eduard Minciuc, Roxana Pătrașcu, Ioana Diaconescu, Vladimir Tanasiev, *Energy Management for Local Communities*

Presently, the problem of increasing energy efficiency within urban communities has become a priority since local communities became large energy consumers. The article presents the legislative framework for the energy management within local communities, as well as its main directions and objectives. The authors have presented a case study, which refers valorization of energy potential of wastes within a local community showing all the advantages of this approach to dealing with wastes and increasing energy efficiency at the same time.

**Keywords:** energy efficiency, local communities, legislation, energy management, sustainable development.

## GENERAL MANAGEMENT

- Parvaneh Bahrami, Saeed Nosratabadi, Csaba Bálint Illés, *Role of Intellectual Capital Components on Corporate Entrepreneurship*

Nowadays, the increase in rivalry and enhancement of the qualities of products have encountered organizations with severe challenges. Corporate entrepreneurship is one of the most significant factors affecting the success and growth of organizations. Intellectual capital, on the other hand, has been considered as one of the key elements for corporate entrepreneurship. Therefore, this study was conducted to answer the following research question: how intellectual capital components affect corporate entrepreneurship. In other words, the main aim of this study is to investigate the

impact of intellectual capital components (which are employees' competence, innovation capital, process capital, internal structure, social capital and external structure) on the corporate entrepreneurship. In terms of purpose, this study have been classified as applied research, while, in terms of data collection and data analysis, it is a descriptive-correlation research. A questionnaire was administered to collect data; and multiple regression analysis using SPSS 19.0 utilized for data analysis and hypotheses testing. The results show that intellectual capital components have a positive significant effect on the corporate entrepreneurship. It was also clarified that 31% ( $R^2=0.31$ ) of the dependent variable's (corporate entrepreneurship) changes can be explained by the independent variables (intellectual capital components).

**Keywords:** corporate entrepreneurship, human capital, intellectual capital, relational capital, and structural capital.

- Peter Gallo, Bohuslava Mihalčová, *Models of Evaluation of Managing People in Companies*

The main idea of the article consists in identifying and presenting the styles of managing people in companies active in Slovak electro-technical industry. Submitted in the article is an overview of theoretical knowledge regarding managing people and evaluating the data of our own research conducted in the companies investigated. The questionnaire-based survey was prepared in compliance with the basic hypothesis we have verified applying statistical methods of data processing. The article results in accepting our hypothesis also offering a follow-up evaluation of managing the people in the companies addressed.

**Keywords:** leadership, manager, model, subordinates, company.

- Mária Janošková, Gabriel Bardiovský, Branislav Ondřík, *Improving the Quality of Human Resources Services in the Steel Company through Modern Information Technologies*

The article points out the application of IT and presents selected knowledge in the area of service provision to human resources at a big company, resulting from the research conducted in Slovakia and abroad, as well as from the experiences acquired by the authors from own practice. Emphasize is laid on the technology support, the use and opportunities of the knowledge application at metallurgy company U. S. Steel Košice, s.r.o., and other companies performing in Slovakia. Accordingly, the authors see the opportunity of the stated processes application also to other metallurgy industry companies and other industrial branches. Electronization of the human resources processes at a production company with majority of employees without access to IT equipment is a huge challenge in the future with the interconnection of IT services for human resources with the corporate strategy as a key factor.

**Keywords:** HR service delivery model, HR information system, business partner, center of excellence, shared service center, manager/employee self-service, digital HR.

- Eduard Gabriel Ceptureanu, *Considerations on competitiveness*

Competitiveness is a complex concept, long debated by economists worldwide. Reasons for intense interest of scholars on competitiveness are, in our opinion, the following: i) indissoluble relationship between competitiveness, sustainable development, standard of living, productivity, economic growth and poverty eradication; ii) outlining competitiveness as a specific domain of economics, which begins to develop and individualize through its own conceptual approach and specific tools. This paper represents competitiveness in a holistic, multidimensional issues of competitiveness based on a new methodological-theoretical approach.

**Keywords:** competitiveness, organization, managerial system.

- Ion Verboncu, Cristina Iorga, Grigore Ciurea, *Decisional Methodologisation*

In the context of managerial methodologisation, methodology occupies a central position, provided by the central role that management decisions have in ensuring adequate functionality of the organization, their efficiency and their management. Calling decision constant instrumentation and its use evolved in a context

methodologically rigorous, specific strategic and tactical decision-making processes, are able to generate a high scientific substantiation decisions and to induce appropriate action for the successful operationality. Decisional methodologisation is the way, and the quality and efficiency of decision are the effect. Methods and techniques of decision, together with methodological elements required to comply with in their operationalisation are differentiated depending on the nature of the variables involved, whether the falling issues to be resolved decision in three important categories - methods and techniques to optimize decision quarrel uncertain and the risk - each of which focuses on a specific mathematical instrument. I have sought a detailed overview of these methods and techniques (although such issues were not neglected) but priority was to highlight some of the most representative managerial features. This time, provided their success is the use of methodological knowledge of the particularities of their operational by managers and continuous managerial training is the way of "learning" recommended.

**Keywords:** managerial decision, managerial methodologisation, decisional methodologisation, decision's quality, efficiency and enforcement of decisions.

- Jozefína Hvastová, *Exploring Ethical Decision Making in Business Management*

**Purpose:** The aim of this study is to explore the process of decision making in selected ethical dilemmas in business.

**Methodology/Approach:** Three scenarios were presented to university students of business schools in Slovakia. All of the scenarios described specific ethical dilemmas which create opposition between profit maximization on the one hand and ethical approach to the business issues on the other hand. The participants were asked to evaluate the decision of the actor in scenarios according to a reduced Multidimensional Ethic Scale which included scales such as justice, relativism, utilitarianism, and egoism. The attitudes of students were explored through other related factors, particularly the age, religiousness, and political orientation. Finally, the ethical position of the students was explored through confirmatory factor analysis, while testing three different models of ethical decision making and possible latent variables.

**Findings:** According to the results of the study, the age and the religion are the factors that determine the decision making in a significant way in most cases. Besides that, the confirmatory factor analysis suggests that students used specific ethical process for each of the scenarios so that they react rather situational than principally.

**Research Limitation/implication:** The study was limited to a certain group of university students and therefore the results cannot be generalized or applied to other students of this age. Neither it is possible to apply it to business managers. However, the study opens discussion on how future managers develop their ethical abilities.

**Originality/Value of paper:** Although there are a lot of research studies in this area, this study combines some different approaches of measuring ethical decision making. It is also one of only few research studies of this kind in Slovakian circumstances. The specific Slovakian background is reflected in the stories chosen as scenarios and used in the research.

**Category:** Research paper.

**Keywords:** business management, ethical dilemmas; decision making; business ethics.