

QUALITY MANAGEMENT

- Carmen Paunescu, *The Importance of Certification of Organizations' Management Systems to ISO Standards*

Standard-based management is a research field that received a lot of attention in the latest years. Implementation of ISO standards of management systems brings multiple benefits to organizations that adopt a standard-based management. Increasing of the consistency of business operations, improvement of customer satisfaction, or increasing in the overall efficiency of an organization are only some of those benefits. The current paper examines the extent to which organizations in Romania and in Central and Eastern Europe value importance of certification to ISO management system standards. For this purpose it analyzes the data collected by the annual ISO survey 2015, for the last six years, to identify evolutions and changes in ISO certifications of organizations in different European countries. The paper results show encouraging perspectives regarding importance given by Romanian organizations to ISO management systems certification.

Keywords: ISO management system standards, standard-based management, ISO certificates, Romania, Central and Eastern Europe.

- Doina Popescu, *Social Responsibility and Business Ethics I. Companies' Sustainable Development in the New Socio-Economic Context*

Social responsibility is a much discussed and disputed concept not only in scientific literature, but in the business medium as well. In this article, we set out to present several theoretical approaches in the field. Within each one, arguments both in favour and against social responsibility are formulated. In addition, the main studies on the connection between CSR and economic-financial performance are presented. The article presents an example of a company's sustainable development.

Keywords: corporate social responsibility, economic-financial performance, sustainability, eco-friendly, ISO standards.

- Airin Lidwina Jaury Jauw, Edi Purwanto, *Moderation Effects of Cultural Dimensions on the Relationship between E-Service Quality and Satisfaction with Online Purchase*

The purpose of the study is to investigate the effect of e-service quality on satisfaction with online purchases moderated by cultural dimensions. E-service quality dimensions include ease of use, availability, efficacy, privacy, and relevant information. Cultural dimensions are individualism/collectivism and uncertainty avoidance. This research was conducted in Jakarta and its respondents are consumers who have completed an online transaction at Agoda.com and it was conducted from January to July 2016. This study uses moderated regression analysis (MRA) technique. The results of the study show that ease of use and privacy dimensions have not had significant effects on satisfaction moderated by collectivism culture, but availability, efficacy, and relevant information dimensions have significant effect on satisfaction moderated by collectivism culture. Likewise, the study found that ease of use and privacy dimensions have not had significant effects on satisfaction moderated by low uncertainty avoidance culture, and availability, efficacy, and relevant information dimensions have significant effects on satisfaction moderated by low uncertainty avoidance culture.

Keywords: cultural, e-service quality, satisfaction, online purchase.

- Visveshwar N, Vishal V, Vishal Venkatesh, R Vimal Samsingh, Pragadish Karthik, *Application of Quality Tools in a Plastic Based Production Industry to achieve the Continuous Improvement Cycle*

Industries need to undergo continual improvement process (CIP) in order to enhance its functioning and augment their products & services. Strengthening quality is one of the better ways to advance the process of continuous improvement in any industry. In order to emerge as the leader in this field, any industry has to execute Process Data Acquisition at the fore set. Moreover, analysis of the data procured, will help us determine the capability, effectiveness and the direction in which the organisation is progressing. In any industrial management system, the evaluation of data associated with Quality Management reveals the cost to quality. Industries should take preventive measures rather than reactive solutions. Hence, the decision making process has become critical resulting in the focusing of the industries on employing fact-based decision making processes. Even though a lot of decision support systems are available, the complexity and skill required to implement them has made it less inviting to use. The seven quality tools referred as "The Old Seven" developed by Kauro Ishikawa have simplified the complex statistical analysis required for decision-making. This has become a strong contender for any decision making, especially for those associated with the quality management system. The seven quality tools would be cost effective when compared to any other complex decision-making support systems. This paper gives a organized and systematic implementation of seven quality tools in a plastic based production Industry to achieve the continuous improvement cycle.

Keywords: industrial engineering, quality assurance, decision making, seven quality tools, total quality management.

- Dalilis Escobar Rivera, Alexandra Simon Villar, Jorge Isvel Salzar Marrero, *Auditors Selection and Audit Team Formation in Integrated Audits*

At the present time, organizations operate in a competitive atmosphere with continuous changes. Then, it is required to improve the quality of generated products or services, the environmental care and the workers' health; among other aspects. In this context, led by the International Standards Organization through the standards it promulgates, the management is promoted on the basis of the implementation of management systems. Besides, the audit constitutes a tool to assess the effectiveness of the management systems; and the audit team having a high incidence as a decisive variable in its performance. The methods employed revealed the presence of limitations concerning the audit team formation in the management system audits with an integrated character. The research proposes a methodology to harmonize in a disciplinary manner the specialized staff in a unique audit team; of a set of indicators to assess the global efficiency of the team selected.

Keywords: audit team, management system, standard, audit, integration.

- Ardeshir Bazrkar, Soleyman Iranzadeh, *Prioritization of Lean Six Sigma Improvement Projects using Data Envelopment Analysis Cross Efficiency Model*

Nowadays, lean six sigma methodology is being vastly used by organizations which are in competition with each other. To deploy lean six sigma in an organization, it is important that the defined improvement projects being prioritized and selected properly. One can assume the selection of an improvement project as the most difficult step lean six sigma. Hence in present study it is aimed to prioritize and choose the best lean six sigma improvement project, using data envelopment analysis (DEA) cross efficiency model. So in order to evaluate cross efficiency score of the projects, 12 improvement projects were selected initially. Then 5 common criteria with the most frequency in previous studies were chosen. Data gathering was performed based on these 5 criteria and 12 projects. Next, efficiency scores were obtained for 12 projects using DEA cross efficiency matrix. Results showed that project 4 ranked first according to the data gathered and the model used. Also it was observed that if DEA cross efficiency is used for prioritizing, selecting and ranking lean six sigma improvement projects, ranking would be done without any interference in efficiency scores and the most proper project would be selected.

Keywords: improvement project, lean six sigma, prioritization, data envelopment analysis (DEA), cross efficiency.

- Juozas Ruževičius, Justina Valiukaite, *Quality of Life and Quality of Work Life Balance: Case Study of Public and Private Sectors of Lithuania*

The main aim of this article is to compare the quality of life and quality of work-life balance among employees working in the public and private sectors of Lithuania. The authors research showed that the most important factors of quality of life for private sector workers are absence of stress, follow mode, changes, use ecological products, whereas in public sector – also absence of stress and ecological products, but in contrast private sector for them are important satisfaction of communication and healthy food. The greatest impact on the quality of work-life has the nature of work, relationships with management and colleagues, environment and workload. The high value of the quality of work-life directly influences the higher quality of life.

Keywords: quality of life, quality of work life, quality of life and quality of work life balance, public sector, private sector.

- Ekaterina Valerievna Agamirova, Elizaveta Valerievna Agamirova, Olga Yevgeniena Lebedeva, Kostyantyn Anatol'evich Lebedev, Sergey Viktorovich Ilkevich, *Methodology of Estimation of Quality of Tourist Product*

The article is dedicated to the development of approaches to methodology of estimation of quality of tourist product. It has been proved that the necessity of conducting comprehensive research of tourist product quality estimation is the most important condition for making effective managerial decisions in the field of tourism. On the basis of the obtained results it has been established that it is necessary to create a substantiated, thought-out methodology of tourist product quality estimation, which can help to detect problem points and work out measures in order to increase it. During the research a method of comprehensive expert judgment of tourist product quality provided by tourism and recreation institutions was suggested. The suggested method together with parallel opinion study of tourist product consumers allows not only timely estimating the state and dynamics of demand, but also adequately estimating the state of the offer, identifying priority directions for increase of quality of tourism services.

Keywords: methodology, estimation, quality, tourism, product, offers, tourism service.

- Nina Golowko, Jan Kopia, Wiebke Geldmacher, Ulrike S. Förster-Pastor, *Comparative Study on Quality Management at German Private Universities*

Private universities have evolved at a fast pace in Germany during the last two decades, but the continuing deregulation of the German higher education system threatens them to lose their previous unique selling propositions. An integrated quality management system is a key differentiation for private universities, but because the well-known quality models like ISO or EFQM cannot be easily transferred to the education processes, universities must customize the existing models or invent their own system. This resulted in a complex and highly non-transparent situation in the private higher education market in Germany.

This paper provides a comparative study of the present situation of quality management in German private universities. The institutionalization as well as the methods and instruments used will be shown, with special focus on evaluations and the ways the institutions respond to the evaluations results. Based on a literature review on educational quality, a category system of internal and external quality assurance characteristics is deduced. The last two years' accreditation statements of the German Council of Science and Humanities concerning the universities quality management are analyzed by using the method of qualitative content analysis according to Mayring.

The findings show that even though all private universities do have an existing quality

management, literally each individual university has installed a unique quality system. In some parts, the private sector even differs significantly to the state-run universities. One of the most notable weaknesses is the missing internal and external transparency regarding the universities' quality management.

Keywords: quality management, quality assurance, quality of higher education, academic education, qualitative content analysis.

- Rakshita R. Hebbar, Asish Oommen Mathew, *Impact of Quality Culture on Total Quality Management Practices and Quality Performance – A Case Study*

The aim of this study is to identify the critical Total Quality Management practices or factors and impact of quality culture on these practices and quality performance in an automotive organization in India. To test and validate these hypotheses, primary data is collected from 117 respondents in a second tier Original Equipment Manufacturer supplier in India. This study examines the relationships between TQM practices and quality performance and impact of quality culture on these practices. Partial least square-structural equation modeling was the adopted methodology using SmartPLS 3.0 software. Bootstrapping technique resulted in hypotheses evaluation. Results obtained supported the significant positive relationship between quality culture and all the critical factors. The study also found that the TQM practices does not have any positively significant relationship on quality performance except for quality culture which has a major role played in boosting quality performance in the firm. This study interprets the significance in harnessing quality culture of a firm to enhance the overall quality performance. Having successfully implemented the quality factors the firms should strive to meet the customer expectation.

Keywords: total quality management, quality practices, quality performance, quality culture, structural equation modeling, SmartPLS.

ENVIRONMENTAL MANAGEMENT

- Gianluca Felicetti, *Destination Management Organization Activities of National Park of Sibillini Mountain, Italy as Competitive Tourism Advantage*

The ability to attract tourists is not a simply consequence from the action of individual characteristics of the territory, but is the result of systemic activity that synthesizes all the territorial components into a cohesive and current plan of tourism development capable of expressing and integrating different interests.

Through all elements of destination management (marketing, human resources, image, price etc.) it can be developed a tourism plan that integrates all related stakeholders interests and actions.

The purpose of this paper is to examine in what extent destination management of National Park of Sibillini Mountain, Italy is applied by the park organization. The paper relies on the research on a global basis of Destination Management Organization development and activities, carried out by The World Tourism Organization (UNWTO).

Based on the research regarding tourist profile, the Destination Management Organization of National Park of Sibillini Mountain, Italy integrated – in an action plan – the programs required to manage the main attraction and tourists services to increase the market demand and transform this natural protected area as competitive tourism advantage. Overall this study contributes to literature by revealing what type of actions can be applied by natural protected areas organization in order to position the destination in competitive areas depending on the characteristics of the territory.

Keywords: destination management, protected areas, competitive advantage.

FOOD SAFETY MANAGEMENT

- Teodora Stillitano, Anna Irene De Luca, Nathalie Iofrida, Giacomo Falcone, Emanuele Spada, Giovanni Gulisano, *Economic Analysis of Olive Oil Production Systems in Southern Italy*

Intensive olive growing models have received a great attention during the last decades in Southern Italy (especially in regions such as Apulia, Calabria and Sicily) due to the positive effects on farms economic profitability. New cropping systems, characterized by higher yields (fruit and oil) and higher levels of mechanization, have also contributed to the achievement of high quality olive oil production, as well as reduced production costs and better incomes for farmer. In this paper, a case study approach was used to investigate the economic performance of extra-virgin olive oil production in intensive orchards located in Calabria region, compared to traditional olive orchards by using a microeconomic analysis. Results showed that intensive olive groves were more profitable than traditional ones, due to the higher quality of the oil and the efficiency of orchard management. The findings suggest that innovative olive-growing models could be a better management strategy for farmers in an increasingly competitive market.

Keywords: olive oil production systems, intensive and traditional olive orchards, production costs, economic profitability.

GENERAL MANAGEMENT

- Alexandru Giura, Mariana Vasile, *Organizational Entropy and Creative Potential*

Creativity is a vital resource of an organization in a time when innovation is the prime concern in everything that relates to business success as well as in non-profit activities. Therefore, it is essential that the attention of the organization's management to focus on the levers that fosters creative manifestation of human resources, at all levels, in all processes of the organization. In this context, it is important to identify these levers and make them available to management. This paper, the first of a series of works dedicated to the subject, links the creative manifestations in organizational context with freedom (in the most general sense) of the creative agent. The concept of freedom is associated with a particular, useful form of disorder, related to diversity, flexibility, fluidity, decentralization etc. This combination has the advantage of allowing the use of specific metrics based on concepts of entropy and informational energy.

Keywords: organizational system, creativity, organizational entropy, information energy.

- Tatjana Boshkov, Ljubomir Drakulevski, *Strategic and Finance Management – Determining Factors for the Success of the Companies in the Business World*

Business leaders are under pressure from stakeholders to comply with their demands while maintaining the organization's competitiveness in increasingly complex markets. So, leaders are striving to continuously formulate strategies with management elements that will help them deliver more value to their customers and stakeholders. Strategic thinking is important to guide for examining all markets which are relevant to the core business of interest. Also, it is necessary for analyse the relevant forces creating new markets as identifying business strategy requirements. Therefore, are used management elements, management models as guides for managerial activity in the business world for increasing a firm's competitive advantages. Companies confirm that integrated management model will result in dramatic benefits. In this way, strategy thinking enable company to determines its objectives, purposes, or goals, produces the principal policies and plans for achieving those goals, as defines the range of business the company is pursue and positively affects business performance. This is previous aim for companies in making good decisions in accessing finance.

Keywords: strategic thinking, strategy management, finance management, business performance, SPSS.

- Shahryar Sorooshian, *Adaptation of a Business Performance Measurement System for Malaysian Smaller Enterprises*

This research was conducted to test the validity of the new performance measurement system, Engine For Smaller Enterprise (E4SE) model to recommend its implementation in small project based companies in the Malaysian SME industry. E4SE model evaluates an enterprise internally and externally through different aspects such as management level, level of competitors or rivals to develop future strategic plan in order to sustain the business survival. E4SE is comprised of three main elements: Strategy Formulation Activities (SFA), Strategy Administration Activities (SAA) and Performance. Survey questionnaires were distributed to the management cadre or the company's owner-manager of the company respectively. A total sample of 49 samples was used in this study. Research objective had been achieved through the data analysis finalized by using Microsoft Excel. The results of this study shows that Malaysian small project based SME companies are suitable to implement the modified E4SE. It's proven that the implementations of E4SE model in the SMEs do not only increase the potential of the company, but also raise the awareness of the performance measurement system implementation in an organization.

Keywords: performance, measurement system, small companies.

- Gennady Vladimirovich Nikitenko, Olga Sergeevna Zvyagintseva, Ekatherine Gennadievna Sergienko, Olga Nikolaevna Babkina, Ludmila Igorevna Chernikova, *Development of Human Resources of the Organization with the Help of Team-Building Model*

More and more studies are devoted to the problems of organization and management of people, which is impossible without an efficient management team. In this regard, the creation of conditions and development of methodology of formation of effective teamwork in the organization becomes one of the priority management tasks.

In this regard, we have proposed a model, describing the process of team building in an organization, which goal is to form a disparate group of people united by certain objectives, cohesive and effective team working. The value of the model is the definition and correlation of each stage of group development with the determining factors, without which achieving the transition to the next level is not possible. Passing sequence of stages enables the planned development of each individual and the team as a whole, and as a result, the formation of an effective human resource capacity of the organization. In our opinion, this technology should have primarily applied character. That is why in the course of the study, we tested a model example of a real company.

Keywords: team management, human resources, efficiency, the group leader.