

**QUALITY MANAGEMENT**

- Carmina S. Nunes, *Social Responsibility and Ethical Decisions – A Presentation of Elements contained in ISO 26000:2010. Guidance on Social Responsibility*

The domain of business ethics, including social responsibility (SR), has become a notable one, especially nowadays and in a globalized society and its relation with the stakeholders demonstrated to be even more relevant in the organizational practice. Relating also with a practice of common good, we find one of the pillars of the business ethics, which is finding a way to establishing the right SR strategies and to communicate it accordance. The purpose of this paper is to examine the principles core subjects proposed and to offer a perspective of how various ethical decisions could be integrated into the acceptance of the meaning of the SR and its importance in implementing the elements contained in Guidance on SR, namely International Standardization Organization (ISO) 26000:2010. The linkage between ethical decisions and SR is also present and it analyzes the various perspectives of the business ethics, how the leaders could have ethical strategies, and how could be integrated in the acceptance of the meaning of the SR and its importance in implementing the elements of the Guidance on SR ISO 26000:2010. The paper wants to propose the application of the elements contained in the Guidance with the objective of improving the organizational climate.

**Keywords:** *business ethics, ethical decision, ethical leader, ISO 26000:2010, SR.*

- Doina Popescu, *Social Responsibility and Business Ethics II. Corporate Social Responsibility between Intent and Reality*

The present article highlights the fact that the current socio-economic transformation, destroying an old and familiar model of demand and supply, generates massive insecurity that is stifling economic growth. In addition, the article underlines that a period of unsatisfactory economic growth will not be corrected until a complete transformation to the new society and economy is attained, towards responsible capitalism.

The challenges that 'green' companies' managers confront are presented, as well as their direct implications on profits. Hence, the challenges and implications of applying corporate social responsibility (CSR) are shown for five indoor textile article producers whose businesses have a green component, and for two fashion brands promoting ecologic clothing.

**Keywords:** *corporate social responsibility (CSR), responsible capitalism, knowledge-based society, ecologic indoor textiles, ecologic clothing.*

- Juan Miguel Cogollo Flórez, Myladis Cogollo Flórez, Andrea Lucia Flórez Rendón, *Estimating Process Capability Indices for Inaccurate and Non-Normal Data: A Systematic Literature Review*

The Process Capability Indices (PCIs) are widely used for measuring the ability of processes to meet the specification limits. The traditional methods for estimating PCIs requires the process data is crisp and normally distributed, but the real data of quality characteristics measurements of products are often vague and not distributed normally. In this paper, we made a Systematic Literature Review (SLR) in methodologies regarding the estimation of PCIs considering vagueness and a non-normality of data during the period between 1997 and 2016. The shortcomings identified in traditional reviews are solved by applying the SRL and future research topics are identified based on the quality assessment of the selected papers.

**Keywords:** *process capability index, inaccurate data, non-normal data, systematic literature review, quality control.*

- Ľubomír Ambriško, Daniela Marasová, *Evaluation the Quality of Rubber Composites using the DOE Method*

This paper presents results of the rubber composites (conveyor belts) testing with regard to the dynamic impact loading, which can result in belt degradation or complete breakdown. Using Design of Experiments (DOE) method are identified main factors that significantly affect the value of the impact load and thus have a major effect on belt quality. Experimentally obtained data are compared with regression model determined by DOE method, while acquired difference is not negligible.

**Keywords:** *quality, DOE, conveyor belt, mechanical testing, impact.*

- Sultan Almarshad, Nadia Maher, *The Impact of Innovated Policies and Practices on the Quality of Higher Education Outcome: The Case of the Northern Border University*

This study investigates the link between innovation and quality of education, the manner in which innovative policies and practices affect the quality of higher education. The study uses as its case study the Northern Border University, Arar (NBU), as a model to show how universities utilize innovative policies and practices to grapple with the growing demands of communities and markets. The study involves two study samples belonging to two different groups: (1) university faculty, and (2) heads of government institutions, managers of business and commercial agencies. A descriptive analysis based on an exploratory and confirmatory data analysis indicates that there is an overall consensus that innovation is an important factor in accomplishing the quality of higher education outcome, having an influence on training programs, quality of graduates, scientific projects, conferences and seminars, although fundamental differences exist between the two categories of constituents on the gradation of the axes. A structural equations analysis confirms the findings.

**Keywords:** *innovation, creativity, quality of higher education output.*

- Mikhail Nikolaevich Dudin, Oksana Vladimirovna Sertakova, Evgenia Evgenevna Frolova, Julia Alexandrovna Artemieva, Marina Vladimirovna Galkina, *Development of Methodological Approaches to Assessing the Quality of Healthcare Services*

The article presents the author's approach to developing a methodology for assessing the quality of healthcare services based on integration of econometric and socio-economic methods. Following the presentation of the materials in the article, the following key conclusions have been obtained:

- ❑ High quality of consumer healthcare services is not just a socially important parameter, but also an economically important one, describing the capabilities of healthcare facilities (healthcare organizations) to offer consumers (patients) technologically efficient and timely services that are in-demand on the market;
- ❑ There are several sets of methodological concepts of assessing the quality of healthcare services in the current scientific literature, which can be classified into two main groups: methods based on subjective approach and methods involving an objective assessment of the quality of healthcare services. Methods using the subjective approach imply assessment of the quality of services through customer satisfaction, which does not always give relevant and reliable information about the state of the quality characteristics of healthcare services;
- ❑ It is offered to integrate methods using objective approaches to assessing the quality of healthcare services into the unified methodological concept, which implies assessment of the quality of these services on the basis of the exponent multiplicative model. The article proposes a detailed formula toolkit to calculate indicators that form the proposed methodological model for assessment of the quality of healthcare services;
- ❑ It is substantiated that objective and subjective assessments do not always match in defining the actual level of quality characteristics of healthcare services. Due to this, the paper describes the key areas that can simultaneously provide growth of the value added in the service and growth of the customer value of such services.

**Keywords:** *quality, healthcare service, healthcare, method of assessment, subjective approach, objective approach, customer value, value added.*

- Bohuslava Mihalčová, Peter Gallo, Michal Pružinský, *Measurement of Company Performance in a Health Resort in Slovakia taken as an Example*

Measuring company performance by means of generally accepted indicators is a source to key information on company efficiency and its future prospects. These information provide various kinds of financial and non-financial indicators, the monitoring of which on the part of the company management is a clear sign of necessary changes or the opposite, that of maintaining the measures already established within the specific areas of the company, all that applicable to any branch of the national economy. Some of the managers are apt to believe in that performance is to be measured exclusively in terms of economic indicators. However, the increasing competitive pressures make managers believe that measuring financial performance alone will not suffice. Company performance is to be planned in a long term perspective. The contribution is aimed to assess efficiency of selected attributes of performance on a chosen health resort and suggest their optimization.

**Keywords:** financial, non-financial, Balanced Scorecard, performance, company, indicators.

- Ningning Jing, Wenyi Cao, *The Roles and Prerequisite Knowledge of CQO in China*

**Purpose** – The paper aims to expound the background of China's chief quality officer (CQO) system, define the roles the chief quality officer should be, and clarify the responsibilities, abilities and knowledge the chief quality officer should have.

**Methodology** – The paper opted for an exploratory study using documentary analysis, including national policy documents, descriptions of internal processes, and copies of magazine articles.

**Findings** – The paper provides empirical insights about why the chief quality officer system is the requirement to response the changes of business environment and the deep development of total quality management. It suggests that the chief quality officer act as "business director", "relationship connector", "value facilitator" and "culture creator" on four characteristics: noble moral quality, keen insight ability, systematic thinking and excellent communication. It proposes that the chief quality officer should have knowledge with reasonable structure, including quality ethics and regulations, science and art of leadership, theories and methods of quality management, quality cultural construction and quality economics.

**Research limitations** – Because of the chosen research approach, the research results may lack generalizability. Therefore, researchers are encouraged to test the proposed propositions further.

**Practical implications** – The paper includes implications for the selection, training, setting responsibilities and authority of the chief quality officer.

**Originality** – This paper compares the knowledge structure of chief quality officers with that of quality managers and quality engineers.

**Keywords:** *CQO, quality management, responsibility, knowledge.*

- Richard Hannis Ansah, Shahryar Sorooshian, Shariman Bin Mustafa, Oluyinka Samson Oludapo, *Constructions Project Management Risks' Framework*

The characteristic and inherent risks in construction projects present key difficulties to stakeholders and project teams. Risk appraisal is a significant step toward potential variables identification and evaluation. In risk assessment, adequate categorization and prioritization aid planning, budgeting and management of project related risks. In this paper, an analysis of the risks associated with the delay sources in the internal environment of Malaysian construction projects have been presented based on risk priority number (RPN) to determine the degree of severity, occurrence and detection. Through literature review, eighty one risks under four main delay sources were extracted for further analysis. From the results, the main risks include contractor's financial

problems, poor coordination by the contractor, change orders, client's financial problems, errors and defective work, poor materials management, poor communication between consultant and contractor, unrealistic contract duration, poor procurement tools and methods, unavailability of materials and labors, ineffective coordination by project managers, poor construction site layout, changes in material types and specification, inaccuracies in estimation and budgeting, delays in approvals, respectively. This study would provide a decision tool for prioritizing and categorizing risks in construction projects to build a realistic and rational resources allocation guide.

**Keywords:** *construction project, delay sources, project management, risks, risk priority number (RPN), Malaysia.*

- Viorel Alexandru Turcu, *The Opportunity to evaluate Performance Indicators when implementing the Quality Management System within Reverse Logistics Organizational Activities*

Since there is a trend of globalization of the world economy, and an expansion of competitive marketplace, new opportunities regarding the development of organizational processes occur, of which an important role is occupied by the logistics industry.

Among the main objectives of logistics is to ensure competitive advantage for the organization, which can lead to various advantages among which increased competitiveness, increased sales volume, etc.

**Keywords:** *reverse logistics, logistics management, managerial evaluation indicators, organizational performance.*

## **ENVIRONMENTAL MANAGEMENT**

- Dominik Zimon, *The Impact of Implementation of the Requirements of the ISO 14001 Standard for Creating Sustainable Supply Chains*

The main objective of the study was to determine the effect of implementation of the requirements of the ISO 14001 standard for creating sustainable supply chains. The research process was conducted in late July and August 2016 year. It was preceded by extensive literature review of sustainable development and quality management and supply chain. The main objective of the study was to determine the effect of implementation of the requirements of the ISO 14001 standard for creating sustainable supply chains. The research tool was a questionnaire sent to top management representatives of 25 organizations operating in the south-eastern Poland and who hold a certified quality management system according to ISO 14001. Analysis of the results does not allow to give clear answers to this question. Although the majority of respondents noted the positive impact of the implementation of ISO 14001 to improve environmental actions in the supply chain, however its impact on the creation of sustainable supply chains is not so obvious.

**Keywords:** *ISO 14001, sustainable supply chain, SMEs.*

- Remus Ion Hornoiu, *Analysis of the Romanian Students studying Tourism Preferences regarding the Goods and Services Eco-sustainable offered by an Ecotourism Destination*

The purpose of this paper is to analyze the preferences of the students studying tourism in Romania regarding the goods and services eco-sustainable offered by the Dinosaurs Geopark – Tara Hategului ecotourism destination. Therefore, we aim to examine students' motivations to visit the ecotourism destination and their preferences regarding future the eco-sustainable products and services offered by the Geopark and what recreational activities will prefer during their holiday. The paper is based on the cross-sectional survey as a research method, which relies on a self-completed questionnaire with 16 categories designed in order to respond to our research questions and target some socio-demographic characteristics. In the analysis were used the following variables: students' motivation to visit the ecotourism destination and their perception regarding the importance of the eco-sustainable products and services offered by the Geopark. Overall, this paper contributes to literature by revealing if Romanian students' preferences regarding recreational activities and goods and services eco-sustainable provided by an ecotourism destination.

**Keywords:** *ecotourism destination, goods and services eco-sustainable.*

## **FOOD SAFETY MANAGEMENT**

- Bruno Francesco Nicolo', Anna Irene De Luca, Teodora Stillitano, Nathalie Iofrida, Giacomo Falcone, Giovanni Gulisano, *Environmental and Economic Sustainability Assessment of Navel Oranges from the Cultivation to the Packinghouse According to Environmental Product Declarations System*

In this paper, the environmental impacts and economic performance of orange cultivation and processing in Calabria Region (Italy) were analyzed by means of the Life Cycle Assessment (LCA) and cost accounting methodologies. The environmental analysis was implemented according to Product Category Rules (PCRs) – UN CPC 013. In particular, the orange cultivation and fresh-fruit primary processing were analyzed, excluding the transport from the packinghouse to the final users, in order to identify the most impacting phase in the life cycle of Navel orange fruits. Primary data were directly collected from both the farmer and processing plant. According to Environmental Product Declarations (EPDs), EPD 2008 method was used to estimate the environmental impacts; results showed that the orange cultivation was the subsystem with the highest environmental burdens for several impact categories. The economic analysis was conducted by inventorying all cost items in three macro-categories and calculating the total cost of the subsystems. Economic results highlighted that the costs of oranges are higher in the cultivation stage than in packinghouse operations, due to the hiring of temporary workers for agricultural operations and harvesting. The findings of this paper could be a support for the environmental certification of fruits as well as a guide for farmers and entrepreneurs to identify critical points both in environmental and economic terms.

**Keywords:** *Navel orange production systems, packinghouse processing, Life Cycle Assessment, Environmental Product Declarations, production costs.*

## **GENERAL MANAGEMENT**

- Ion Verboncu, Valentin Vezeteu, Adela Anca Fenichiu, *Managerial Design of a New Business*

The emergence of new companies in the organizational landscape of the national economy is a positive result of the increasing of the adult population entrepreneurial appetite and the ensuring of favorable conditions for the country's economic development and consolidation. Also, the reorganization of large companies may facilitate the detachment of some smaller organizations that multiply, at some point, the number of the economic agents. Regardless of the manner of incorporation, the managerial design of the new business is very necessary. Entrepreneurs rely, in this area of concern, on the business plan, which contains references to the managerial organization. Agreed, but not enough. First, because these references are often frail, secondly, because they don't provide a complete systemic vision on the most important factor for the progress of the business. Therefore, the present work comes with an original "recipe" of managerial design, approached from the position of management processes and management system. The route that the entrepreneur-manager or the manager nominated to lead and manage the future economic agent must follow after formalizing its existence before the Trade Register, focuses on objectives – processes – structures – people (managers and executives) – results (management and economic performances), each sequence depending on the dimensional and functional coordinates of the previous one or ones.

**Keywords:** *management processes, management system, managers, management performances, economic performances.*

- Vasile Deac, Cosmin Dobrin, Ruxandra Dinulescu, *Establishing Prices according to a Product's Life Cycle*

Product analysis represents an important issue both for economic theory as for business strategy, answers for questions like "why do products appear?", "what supports its survival on the market?", "why do products disappear?", must be searched within the

innovational company's strategy, but also the product life cycle study brings response elements for these questions. Initially, the notion of "product life cycle" was developed by marketing theoreticians and practitioners, in a strategic perspective, product life cycle being one of the portfolio's analyses elements. After that, the concept has been developed, describing the cycle product, which includes also the technical aspect, more precisely, the technological stage (the product's research and development phase). With the consumers' diversity, modern technologies and competition, the new products' innovation or creation has become vital for every company, but the company has to know how to manage its product portfolio, especially when there are new products which better satisfy clients' needs.

**Keywords:** *price, product life cycle, introduction, growing, maturity, decline.*

- Cori Gladisya Karno, Edi Purwanto, *The Effect of Cooperation and Innovation on Business Performance*

The purposes of this research are to test the effect of cooperation on innovation improvement and the effect of innovation on the business performance of furniture SMEs cluster in Klender, East Jakarta. This observation was conducted in the area of the furniture cluster in Klender, East Jakarta. One-hundred fifty questionnaires were shared and collected from owners and managers of the SMEs. The data analysis used structural equation model (SEM) to test the hypotheses. There are four hypotheses in this research and all of the hypotheses were supported. This research provides evidence that the inter-firm cooperation, cooperation with research institution, and cooperation with government have a positive and significant impact on innovation, and the innovation has a positive and significant effect on business performance among the furniture SMEs cluster in Klender, East Jakarta. This research contributes to the existing literature by providing evidence that the SMEs cooperation with various parties can have a positive effect on innovation, since innovation is important to improve business performance.

**Keywords:** *SMEs, cooperation, Innovation, business performance, furniture.*