

QUALITY MANAGEMENT

- Ion Verboncu, Andreea-Ileana Zamfir, *A Possible Model to assess the Quality and Efficiency of Management*

Quality and efficiency of management describe less explored fields of theory and practice in Romania. They are very important for scientific research, but also for those who are directly involved in practicing management. Although progress has been made in the theoretical and methodological approach to managerial efficiency and effectiveness, we believe that any attempt to determine the size of their improvement is valiant, but difficult to achieve. There are still not very clear, for specialists and practitioners, the differences between the quality and the efficiency of management. In addition, the variables that condition them – related to management processes or management system, are approached in different ways. Various attempts are quantifying the contribution of each variable in determining the level of efficiency of management. Also, there are several attempts to determine an indicator to highlight the whole efficiency or quality of management. The issue of this article remains open for other specialized interventions, given the specificity of the management processes and of the managers' performance in this area of human concerns.

Keywords: *quality of management, efficiency of management, managerial decision making, managerial performance, economic performance, managerial tools.*

- Cosmin Dobrin, Vasile Deac, Ruxandra Dinulescu, *Quality Management in the Romanian Healthcare System I. Introduction to the Qualitative Analysis of the Romanian Healthcare System*

The existing sanitary field of every country should represent one of the main pillars of evidence for growth and development of a country's' population. However, the Romanian sanitary system has disputes regarding the quality level offered by the state clinics and hospitals. Even if the Romanian doctors possess an advanced level of knowledge regarding the medical practice, the patients are still declaring themselves unsatisfied with the quality of the public medical services. Regardless of whether it is bureaucracy, high costs, corruption, etc. we should not rely on the fact that there is also a private healthcare system towards which the patients can orientate any time, leaving behind the public healthcare system. As long as there are financial contributions at the social health insurance, from the patients, and their manager being the state, the Romanian healthcare system must be capable to offer them sanitary units with a high quality level and security of the medical act, equipped with modern medical equipment, which also have a well-trained and motivated medical staff, accessible medical treatments, etc.

Keywords: *public sanitary system, quality, patients, European Health Index.*

- Constantin M. Florea, *Assessing the Quality of the Communication Process through the Emergency Information System in Dolj County*

This article aims to assess the quality of the communication process through the emergency information system in Dolj County. This system has the role to monitor, inform and alert citizens in case of natural calamities in localities bordering the Danube River. Making the critical analysis of the particularities of the emergency logistics, we have conducted a scientific research at 19 mayoralities in the localities bordering the Danube River.

Keywords: *management of emergency logistics, quality of the communication process, emergency information system.*

- Alexandra Ioana Marian, *Some Aspects of Supply Chain Risk Management. Global Risks Map and Apple's Approach to Risk Management*

Since the business environment is in constant development and globalization is no longer a simple term, it is proved that success only comes to those companies who know their vulnerabilities and threats and keep them under control, while they focus on developing those opportunities that can lead to great results. In supply, risk has always been a concern; for this reason, clear objectives are assigned to supply chain managers, who manage risks since the design phase of procurement strategy until the delivery / post-delivery phase. Both risk assessment and implementing a documented strategic plan while taking into account the whole range of risk factors contribute to the success of any activities along with integrating risk management directly into the business processes themselves, strengthening the link between company's objectives, customer expectations and business environment, leading to a sustainable competitive advantage.

Keywords: *supply chain, risk management, CIPS risk index, Apple, supply chain risk management.*

- Doina Popescu, *Social Responsibility and Business Ethics IV. Social Responsibility and Process driven by Customer*

The article presents the challenges for marketing management both during stagnation / crisis and growth time, highlighting the role of interactive strategic marketing that takes into account the customer relationship cycle (process driven by customer) and change management. The article includes the results of the global study "The 2013 Aspirational Consumer Index" that reveals that the world's largest consumer segment is represented by those seeking style, status and sustainability. In this context, there are presented socially responsible companies belonging, mainly, to the clothing industry both from abroad and from Romania.

Keywords: *interactive strategic marketing, repairs, recycling, ecological, Romanian clothing industry.*

- Elizabeta Mitreva, Nako Taskov, Vineta Srebrenkoska, Oliver Filiposki, Ilija Lazarov, Ruzica Jovanovic-Malinovska, *Application of Methods and Techniques for Quality in the Macedonian Companies*

The research in this paper has been done with the aim to analyse the current situation of the Macedonian companies in the domain of applying the methods and techniques for quality in conducting the business processes. The process of obtaining quality is related not only to people's work, but also with the machines, the technology of the production processes etc. because of this it is necessary to have control that will evaluate the stability and the ability of the business processes. The control itself is not enough, because the processes need to be continuously improved by reducing the variations. The data from the research helped and gave useful directions in the creation of the subsystem's methodology – statistical process control. This methodology should help improve the performances of the business processes, and it will also help defining the measures for the realization of sustainable business systems and to encourage innovation.

Keywords: *quality system, statistical process control, methods and techniques of quality, model.*

- Rositsa Ilyanova Maneva, Oleg Jakovlevich Kravets, Bektur Keneshbayev, Akbota Zhaxybayeva, *Building the Adaptive Project Groups in the Vertically Integrated Industries within the Quality Management System*

The possibility to apply the quality management system is considered in the article. The authors propose to consider the process of developing a mathematical model and a software algorithm that would allow to develop and implement methods of formation of the adaptive team on the basis of competencies. Adaptability for project groups assumes that the applicant possesses certain qualities that allow to adapt to the team by adjusting the requirements or conditions of the project, which has certain professional competencies. A mathematical model and software algorithm for solving this issue was proposed, and an example of constructing an adaptive team was shown.

Keywords: *project team, quality, competence, organizational structure, mathematical model, quality management system, project management.*

- Vladimir Kozlovskiy, Dmitriy Aydarov, *Analytical Models of Mass Media as a Method of Quality Management in the Automotive Industry*

Analyzing the development of the world and Russian automotive markets, we can conclude that in the mass production segment, a modern car, being an innovative high-tech product with a generally acceptance quality level, is becoming more affordable for consumers by cost. There are new manufacturers of road transport, especially in emerging economies. After-sales service network of the carmakers are being improved, providing a full range of services required for efficient maintenance. In this connection it should be noted that competition in the automotive markets becomes tougher. Consequently, new tools and approaches, that reflect the dynamics of customer satisfaction with the quality of automotive products, are required. The article presents the results of research and development the analytical models of the mass media information as a promising method of quality management of products and services in the automotive industry.

Keywords: *quality, reliability, customer satisfaction, automotive industry.*

- Lakshman Singh, Alpana Srivastava, *Outsourcing & Vendor Development Model for Avionics TOT Project in DPSUs of India*

Outsourcing in become one of the strategic tool for competitive & economic growth of Avionics DPSUs in present global aerospace industry. In this paper author has developed model for outsourcing in Indian DPSUs for avionics Transfer of Technology project. Author discusses the Organization structure for outsourcing and flow of activities. The vendor development for outsourcing is one of the responsibility for DPSUs to cater the criticality of Avionics TOT project. Author proposes the vendor development model & criteria for vendor rating for outsourcing activity for Avionics TOT project.

Keywords: *avionics, transfer of technology, outsourcing, vendor & performance rating.*

- Naveed R. Khan, Mirza A. Haq, Arsalan Mujahid Ghouri, Abdul Raziq, Syed Muhammad Moiz, *Adaptation of RFID Technology in Business Supply Chain Success: Empirical Findings from a Developing Country Logistic Industry*

RFID has a significant impact on operational activities and is considered as an enabler for the development and support in becoming a lean organization in a highly dynamic business environment. The aim of this study is to examine the significant perceived factors, other than cost, which can enable a firm's supply chain system to adopt RFID technology successfully. The study is quantitative in nature. Primary data of 350 managers were analyzed. Data was collected through a structured questionnaire. Factor analysis and multiple regression analysis were used to examine the hypotheses. Empirical findings overall supported the TOE framework and Diffusion of Innovation theory. Analysis of perceived factors suggested that technological, organizational and environmental factors may influence on adaptation of RFID in successful SCM systems. Moreover, in-depth analysis shows that explicitness of RFID technology, encouragement for innovation, and environmental uncertainly are significant and positive predictors of adaptation of RFID. This research contributes empirical findings to help managers of large scale firms to consider studied factors in adaptation of RFID technology in their firm. Since very few firms have implemented RFID in supply chain process. Hence this study provides them a holistic picture which helps them in formulating a concrete strategy.

Keywords: *RFID, business success, technology adoption, technology-organization-environment framework, diffusion of innovation theory.*

- Anna Nikolaevna Schmeleva, *Evaluation and Improvement of the Operating Efficiency of Enterprise Quality Management System (QMS): Conceptual Bases*

Analysis of QMS development of Russian enterprises shows that efficiency of registered QMS is low enough. The main reasons for ineffective implementation of the QMS are: the formal implementation of QMS, the lack of integration of quality management processes with the overall enterprise management processes, poor understanding of the essence of TQM principles and their non-systemic application. Without underestimating the value of all 8 principles of quality management (according to international standard ISO 9000-2015 there are 7 principles now) which are embodied in the ideology of the ISO standard, the underestimation of the importance of the main leader in the creation and operation of the QMS is a decisive factor in the low-efficiency of many systems. Solving the problem of ensuring and enhancing of management responsibility in accordance with the requirements of international standards ISO 9000 is one of the key issues in the development, implementation and improvement of QMS at Russian enterprises. This article has formed the theory of identification of administrative processes of the enterprise Quality Management System ("Management responsibility" QMS process group) as an object of evaluation and enhancing of the operating effectiveness of the QMS of an industrial enterprise. The author proposes the concept of evaluation and improvement of the operating efficiency of industrial enterprise quality management system. The general result of the study is the solution of scientific problem of theoretical apparatus developing to assess and manage the quality management system operating efficiency as a factor of sustainable development and improvement of Russian enterprises' competitiveness.

Keywords: *quality management system, management responsibility, administrative processes, operating efficiency.*

- Muhammad Azam, Hina Naz, Mansour Sattam Aldosari, Muhammad Aslam, *The EWMA Control Chart for Regression Estimator based on Ranked Set Repetitive Sampling*

The control charts are designed to examine and detect the changes in the manufacturing process. We present repetitive exponentially weighted moving average (EWMA) control chart using regression estimator for monitoring process mean based on ranked set sampling (RSS). We study the detection ability of the proposed control chart for monitoring process mean when mean is shifted due to some random causes. The performance and efficiency of proposed repetitive EWMA-RSS control chart is evaluated in terms of ARLs for different process shift. The effectiveness of the repetitive EWMA-RSS control chart is compared with the single EWMA-RSS control chart. The practical application of the proposed chart is also discussed for better understanding.

Keywords: *average run length, exponentially weighted moving average, ranked set sampling, regression estimator.*

ENVIRONMENTAL MANAGEMENT

- Alireza Arab, Iman Ghasemian Sahebi, Motahare Modarresi, Mehdi Ajalli, *A Grey DEMATEL Approach for Ranking the KSFs of Environmental Management System Implementation (ISO14001)*

Environmental management systems have been established and developed based on ISO 14001 in order to assess and improve the organization's environmental performance via providing a framework for evaluation and monitoring of the processes for all aspects related to the environment. This article aimed at ranking the key success factors of implementation of the environmental management systems in Mazandaran Steel industry. After reviewing the literature, the most important success factors were identified and classified into 9 categories. Then this factors analyzed by Grey DEMATEL technique. To complete the questionnaire, used the opinions of five experts. The results showed that the key factors respectively are: managerial commitment and support, coordination and integration, education, participation and effective management of human resources, financial and non-financial resources and cost-benefit analysis, environmental goals and policies and documentation control. The key success factors in the implementation of the environmental management systems should be seriously considered by this industry.

Keywords: *environmental management system, ISO 14001, key success factors, Grey Dematel, Mazandaran Steel industry.*

FOOD SAFETY MANAGEMENT

- Grazia Calabro', Simone Vieri, *The Reorganization of Agricultural Production Patterns and Food Consumption for Managing Critical Issues of Current Models*

The growth and economic development forecast prefigures an increase in food demand, especially for animal origin products.

In this perspective, the current patterns of agricultural development, ever more agro-industrial, have shown inefficiencies and unbalances which wouldn't make them proposed again in the future.

In fact, on one hand, agro-industrial patterns have enabled us to achieve important results in terms of agricultural productivity and access to food, on the other side, they are responsible for the main critical issues of the current agro-food systems: the malnutrition that, in its different manifestations involves about 40% of the world's populations; food wastes and losses so that about one third of world production has been wasted; an oligopoly controlling the market of the main agricultural productive factors leading to serious distortion of free competition; environmental issues mainly arising from industrialised agriculture, especially zootechnical productions.

The aim of this paper is to underline how, in order to meet the growing food needs, the necessary corrective actions to rectify the critical issue of current systems must be put in place, such as a better management of available resources and a change in food consumption patterns.

Keywords: *agricultural economics, livestock farming, food habits, agricultural development patterns, food safety.*

- Flavio Boccia, Bruna Di Pietro, Virginia Sarno, Rosa Malgeri Manzo, *The Role of Typical Local Products in the International Competitive Scenario*

The enhancement of the quality of food products is a priority for the agri-food business, which make it the central element of the overall strategy of economic, business and territorial development also aimed at the cultural preservation of regional and local production and gastronomic traditions. This paper aims to: address the issue of resources and local identity for the development and prosperity of the territories; consider the territory as a strategic development resource; analyze the ability of small dairy businesses to compete in the international context. The focus is on the analysis of the dairy sector and, in particular, on the production of Mozzarella di Bufala Campana PDO, with the study of a company of excellence for the production of this typical product: the company Torre Lupara. From the analysis carried out, we can say that, to cope with changes in the external environment, the companies need to focus on the quality of their products, on exporting to new emerging markets and on technological innovation, thus becoming internationally competitive.

Keywords: *business, dairy industry, enhancement, food, quality.*

- Mariella Pinna, Giacomo Del Chiappa, Marcello Atzeni, *Do Consumers Really Care about Food Quality Labels?*

Recently, food quality and safety issues have been attracting increasing attention both in academia and industry, mainly because of consumers' concerns related to this topic.

This paper investigates consumers' decision-making process in the food sector, with a specific interest in quality labels. For the purposes of the study, a cluster analysis is run on a sample of 464 Italian consumers, based on their assessment of the importance over a list of 8 food attributes (comprising quality labels) and of a list of motivations that prevent them from purchasing labelled food products. Significant differences between clusters are observed based on their willingness to pay a premium price for labelled products and their socio-demographic characteristics (e.g. gender, age, income level and occupation). This paper provides empirical evidence on the critical role that quality labels play in influencing consumers' choices and on the main motivations that hinder the further development of this market.

Keywords: *decision-making in food consumption, food quality labels, barriers, segmentation, WTP.*

INFORMATION SECURITY MANAGEMENT

- Max North, Ronny Richardson, Sarah M. North, *Information Security and Ethics Awareness: A Concise Comparative Investigation*

One of the major challenges in information systems is securing information against unauthorized access and usage by their users. Perhaps nowhere is this challenge more evident than in a university setting, especially when providing computing resources to a diverse and widespread student population. The main purpose of this study was to conduct a comparative investigation of information security and ethics awareness of students in a university environment over the interval of one decade. Two sets of surveys were conducted with a decade time difference – in 2005 and in 2016. A concise, two-part questionnaire consisting of twenty one questions was used. The first part measured the participants' general awareness of information security; the second part measured participants' awareness of ethical information use. The collected data was subjected to a battery of statistical analyses to reveal the precise differences between the two surveys. In brief, the results showed overall a significant increase in the awareness of information security and a significant decrease in unethical behavior, indicating increased awareness of information ethics in the student population. Consequently, several recommendations are provided to increase the awareness of information security and ethics in university environments. The future plan is to administer this survey and collect data from other universities in the region and eventually expand this research to a national level.

Keywords: *information security, information security and ethics awareness, information systems, management information systems, social engineering.*

GENERAL MANAGEMENT

- Shahryar Sorooshian, Amira Mohd Mustafa, *A Business Destiny Forecast Model*

In every region, Small and Medium Enterprises (SME) make a huge contribution to the gross domestic-product (GDP) and employment. Basically Small Medium-sized Enterprises (SMEs) are non-subsidiary and also independent firm which employ fewer total of an employees. Usually this number are varies across countries. However not all of the involvement of SMEs are successful. So the purpose of this research is to identify the criteria of Performance Measurement System (PMS) that can predict the failure and success in small medium-sized enterprises (SMEs) in Malaysia and develop a model to predict success and failure of SMEs in Malaysia using theory of constraints approach. Basically theory of constraint is a method to identify, analyze and also eliminate the constraints that been identified stop the firm from getting any new additional values process. Therefore, using logit regression was used to analyze the data collection for this research. So that, it will help this research to develop new model in order to predict new SMEs destiny.

Keywords: *performance, performance measurement system, theory of constraints, small medium-sized enterprises (SMEs).*

- Tatyana Aleksandrovna Shindina, *The Paradigm of a "Green" Organizational Model: New Approaches to the Quality of Life and the Evolution of Organizational Theories*

According to current economic conditions, there are some requirements for the development of organizational models that allow studying the objects' behavior not only from the standpoint of management establishment through the understanding of the interaction mechanism but also from the standpoint of the multi-subject regulatory function. Thus, in today's economic system "green" organizational models, which are focused on the external environment and take into account the diversity of uncertainties, are of great importance.

The concept of the organization of such systems is not about the existence of subject-object relationships, but connections between subjects and objects that develop a self-organization structure of a hierarchy where the main object of management is a person. In this regard, the interests of the "green" socio-economic system of the organization are associated with the need to deal with such characteristics as stress, happiness, security, stability that are related more to the problems of quality of human life, unlike the

classical organizational system focused on the functioning of the process of increasing economic benefits.

The understanding of organizational models continuity should be considered from the positions of a change of paradigmatic foundations, and the evolution of organizational theories under the influence of changes in a set of tasks with the information-based nature of life in a society. And the drivers of the "green" organizational model should be considered through a system of self-organization and self-development of its elements.

Keywords: *"green" organizational models; organizational theories; development paradigm; quality of life; inter-firm relationships.*