



MANAGEMENT SYSTEMS INTEGRATION: AN ORGANISATIONAL MILESTONE

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EXTENDED ABSTRACT

Introduction

Nessun dorma...! Times are changing... Human organizations, and its management, are the very first signs of a new order emergence: Human Kind collective awareness. The emergence of a new Man has been treated on Stanley Kubrick's epic science fiction film "2001: A space odyssey" (Kubrick, 1968). The author stated that everyone is free to speculate around the allegorical and philosophical meaning of its work so we dare state that, his work, illustrates new worldwide phenomena: the dawn of individual human beings, the uprising of human organizations and their role on society, networking and interfaces.

Organizations collective awareness is being highlighted. From initial customers satisfaction to current stakeholders (customers, regulatory entities, human resources, non-governmental entities, generic public, etc) approval a long journey has been travelled. Implemented management systems structured organizations in order to accomplish these objectives. In our days, we are facing an organisational "melting pot": management systems integration.

Non integrated Management Systems: Limitations

Brewer *et al.* (2005) stated that independent and autonomous management subsystems with different management teams are against basic management good practices (Brewer *et al.*, 2005; Badreddine, 2009). The same authors stated that this fact leads to each team "pushing" in different directions, increasing the lack of internal cohesion to achieve a common objective. Several authors had emphasized the difficulty to deal with separate management systems (Wilkinson e Dale, 1998, cited by Zeng *et al.*, 2005; Zeng *et al.*, 2010;

Labodová (2004) pointing out some reasons related with personnel different educational backgrounds and perspectives, the fact that traditional organizational structures promote the functional departmentalization (Milliman *et al.*, 2005), mistakes and failures increase probability, efforts duplication, bureaucracy and documentation increase and the negative impact on the employees and customers.

Management Systems Integration: Motivations and Benefits

Internal motivations and related benefits may be divided into organisational, financials and benefits for collaborators. External reasons and related benefits could be commercial, communicational and benefits for quality, environment and health and safety (Suditu, 2007).

External reasons are mainly related to marketing issues, customers' pressure, promotional aspects, customers trust increase, certification by an independent entity, market share improvement, commercial strategy and regulatory changes readiness action (Sampaio *et al.*, 2009; ^(b)Sampaio *et al.*, 2008; Winder, 2000; Zeng *et al.*, 2010; Lahav, 2008).

Organizations seeking for a truly organisational improvement and achieve it by management systems implementation and certification are motivated by internal reasons (productivity improvement, internal communication improvement, internal processes performance improvement, similarity and compatibility between standards) (Sampaio *et al.*, 2008; ^(b)Sampaio *et al.*, 2008; Sampaio *et al.*, 2009; Karapetrovic *et al.*, 2003, cited by Sampaio *et al.*, 2008a; Zeng *et al.*, 2005; Quality Associates, 2010; Arifin *et al.*, 2009; Filho e Souza, 2006).

Management Systems Integration: Drawbacks

Internal resistances are mainly related to resources limitations, attitudes and perceptions and implementation process. Regarding external resistances, it should be mentioned, generically, the consulting and support activities, financial resources and certification entities (Suditu, 2007). An integration process implies



some difficulties. Usually, critical items to consider are: lack of human and financial resources (Sampaio *et al.*, 2008; Winder, 2000). Other resistances pointed out by several authors are related to lost of focus on organization core business, lack of experts covering all the referentials and different management teams running different departments (Karapetrovic and Wilborn, 1998; Wassenaar e Grocott, 1999; cited by Zutshi and Sohal, 2005; OECD, 2005).

Requirements for a successful integration

Winter (2000) had mentioned that an integrated management system implementation shouldn't be taken lightly. A careful pre-planned "design" supported on consulting teams and allowing flexibility are aspects to be consider in order that final result maximize the benefits and minimize unwanted outputs. Several requirements should be considered before, during and after an integration process. Top management commitment, resources availability, communication, and integrated training across the organization, integrated audits (Zutshi and Sohal, 2005), technical guidelines, customers, collaborators and certification entities support (Zeng *et al.*, 2005) are among those requisites.

Support Documentation

ISO strategy prioritize standards compatibility and harmonization. Hence, is not predictable in a short time the publication by ISO of an integrated management system standard (Wilkinson e Dale, 2000). Despite of this some national entities have developed some guidelines for integrated systems implementation, namely, the joint Australian and New Zealand standard (AS/NZS, 1999) as well the Norwegian guideline NTS (1996) (Beckmerhagen *et al.*, 2003; Arifin *et al.*, 2009). Danish DS 8001:2005 is focus on an integrated management system implementation. The Publicly Available Specification 99 (PAS 99), published by BSI, depict the common subsystems requirements being useful for designing integrated management system (BSI, 2010). Generically indications are provided by ISO guide 72 on management system development.

Unanswered Questions

Quantitative objective data analyses concerning management systems integration are scarce when compared to the number of analyses performed over non-integrated systems data. Due to this fact some questions remain unanswered: Did integration fulfilled the organisations expectations? What were those expectations/motivations? What is the best path/approach for integration? Does integration truly increases management systems effectiveness? Which are

the more suitable sub-systems for integration? Integration is just the sum of sub-systems procedures or it represents some add-value? The present paper and research project intends to deeple analyze the previous unanswered issues.

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