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The integral management system 12 bookshelves

C. Manzanares-Cañizares, C. González-Gaya

UNED C/ Juan del Rosal, 12, 28040 Madrid (Spain) cmanzanar2@alumno.uned.es, cgonzalez@ind.uned.es

Abstract

The aim of this article is to establish an organisational model based on 12 management areas. Each area in it is represented by a bookshelf with the aim of organising the content of the management areas according to the needs of the companies using the model. The model has been developed for implementation by SME type companies. We believe that the model can help companies that use it to boost their national and international competitiveness in their business sectors.

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1. Introduction

A loss of competitiveness in SMEs (small and medium enterprises) in Spain is currently apparent in the industrial sector owing to their poor organisation. This poor organisation is determined by their failure to establish:

- a minimum set of basic management areas
- the indicators needed to measure the efficacy of the SMEs' different processes
- management policies that allow all of their human resources to follow the strategies set by management.

This management model is suggested as a means of reducing the loss of competitiveness and helping SMEs to follow the continuous improvement method.

The proposed management model has been developed with the aim of facilitating the international or national certification that clients or industrial sectors require of the SMEs that provide products and services at an industrial level.

This model enables the integration of various certification schemes, for example ISO 9001, ISO 14001 and OHSAS 18001. It also permits the integration of other certification schemes such as ISO/TS 22163 and EN 15085 (railways), TS 16949 (automotive), UNE-EN 1090 (construction and civil engineering) and UNE EN 9100 (aeronautical).

2. Methodology

2.1. Outline of the management model

The method to follow is based on the creation of the 12 management areas established in the proposed model, as shown in figure 1.

ADMINISTRATION MANAGEMENT	PURCHASING MANAGEMENT	HUMAN RESOURCE MANAGEMENT	QUALITY MANAGEMENT
MARKETING MANAGEMENT	PRODUCTION MANAGEMENT	COMMUNICATIONS MANAGEMENT	ENVIRONMENTAL MANAGEMENT
COMMERCIAL MANAGEMENT	MAINTENANCE MANAGEMENT	DESIGN MANAGEMENT	RISKS PREVENTION MANAGEMENT

Fig. 1. 12 bookshelves.

In order to implement the 12 management areas, an “organisational handbook” must be written to indicate how the SMEs are organised by establishing the organisational chart and the human resources assigned to each management area. It is important to emphasise that this proposed scheme would be of great help to SMEs in boosting their competitiveness.

The “organisational handbook” is the document that integrates all of the management areas, and it is applicable to all of the activities carried out by the SMEs.

The aim of the “organisational handbook” is to indicate how the company is organised by its corresponding specific management procedures, establishing the strategies to be pursued by the company based on the management policies defined and approved by the management and on the indicators for measuring the different processes that are carried out in the company.

Each management area must have:

- A management policy. [1]
- People in charge of management. [2]
- Process indicators. [3]
- A management procedure or procedures. [4]

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