

Integrated management systems based on risk assessment: Methodology development and case studies

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ABSTRACT

The implementation of management systems in organizations is often based on a “blind” meeting of requirements set by the selected standard, while these requirements are not in direct relation to the risks of the organizations. Therefore, it often happens that the established management system is not operational or is not aligned with the context and real needs of the organization. This paper presents general model for the design of an integrated management system based on risk assessment of organization’s processes. The model was based on the primary hypothesis that a process that has a higher risk should be described in more detail in order to be adequately realized. The presented Model was tested on three diverse companies which had already implemented management systems according to international standards. Comparing the existing with the projected documentation in three companies, it was concluded that the number, scope and structure of documented information were optimized for successful risk management, which lowers the overall costs and enables efficient management of the company. The paper provides scientific approach and methodology for designing the integrated management system in any organization, using existing risks as universal integrating factor.

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Integrirani sistemi upravljanja, ki temeljijo na oceni tveganja: Razvoj metodologije in študije primerov

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POVZETEK

Izvajanje sistemov upravljanja v organizacijah pogosto temelji na "slepem" izpolnjevanju zahtev, ki jih določa izbrani standard, medtem ko te zahteve niso neposredno povezane s tveganji organizacij. Zato se pogosto zgodi, da vzpostavljen sistem upravljanja ne deluje ali ni usklajen s kontekstom in dejanskimi potrebami organizacije. V prispevku je predstavljen splošni model za zasnovo integriranega sistema vodenja, ki temelji na oceni tveganja procesov organizacije. Model temelji na primarni hipotezi, da je treba postopek, ki ima večje tveganje, podrobneje opisati, da ga bomo lahko ustrezno uresničili. Predstavljeni model je bil preizkušen na treh različnih podjetjih, ki so že uvedla sisteme vodenja po mednarodnih standardih. V primerjavi obstoječe in predvidene dokumentacije v treh podjetjih smo ugotovili, da so število, obseg in struktura dokumentiranih informacij optimizirani za uspešno obvladovanje tveganj, kar znižuje skupne stroške in omogoča učinkovito upravljanje podjetja. Prispevek podaja znanstveni pristop in metodologijo za oblikovanje integriranega sistema upravljanja v organizaciji z uporabo obstoječih tveganj kot univerzalnega dejavnika povezovanja.

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PODATKI O ČLANKU

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