INTEGRATION MANAGEMENT SYSTEMS AS SUPPORT TO A MORE PROACTIVE AND EFFICIENT RISK MANAGEMENT

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ABSTRACT
This work aimed to investigate and explore the potential contributions, of the integration of the standardized management systems into an integrated management system, as support to a better management of that different kind of risks that exist in the processes of organizations. The proposed approach is supported on available literature that include empirical studies about integrated management systems performed in Portugal and others countries. In a broad perspective, an extensive approach for Risk Management is proposed considering the key aspects of each individual management system of an organization.

Keywords: Business risk, integrated management systems, management system standards.

INTRODUCTION
Businesses exist to deliver products and/or services to customers in order to potentiate the generation of value both shareholders and others stakeholders. The failure of a process (critical or not), for any reason, could potentially stop the delivery, resulting in a loss for the value generated for stakeholders. According to Nowicki (2013), an essential element in the strategy of any organization is the minimization of business risk to a level that ensures a secure position in the market. The identification of hazards and the assessment and minimization of the associated risks are aimed to mitigate the impact of operations, especially those with impact on quality, environment and occupational health, safety of collaborators and users of the company's products and/or services, infrastructure, information, and the business itself (Rebelo et al., 2014).

According to the ISO (2008) all activities of an organization involve risks—"effect of uncertainty on objectives" (ISO, 2009a) —, and a common objective of management system standards (MSSs) is to assist organizations in managing them, considering the internal and external context in which organizations operate (Vasile & Croitoru, 2012). But as the number of MSSs versus standardized management systems (MS) has increased, their integration into an integrated management systems (IMS) becomes a necessity (ISO, 2008; Bernardo et al., 2009) with particular focus at the level of business risks, profiled within organizations, as required by individual MSs considering the organization's context.

RESULTS AND CONCLUSIONS
The work synthesizes relevant concerns regarding the proactive, and efficient implementation of risk management (RM) along the supply chain, highlighting associated benefits. The
obtained results, including the proposed integrated and sequential methodology associated to a systematic process for integrated risk management (IRM), as schematized in figure 1 can be used by the organizations in practice namely as an specific component of an IMS (Rebelo et al., 2014).

Fig. 1 - Diagram to support a systematic process for IRM

A proactive and efficient RM implementation along the supply chain, supported on the integration of standardized MSs into an IMS, helps preventing disruption and hence cause loss of competitiveness, market share and value to stakeholders.

REFERENCES


