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INTEGRATING THE INFORMATION SECURITY MANAGEMENT SYSTEM (ISO/IEC 27001) WITH OTHER MANAGEMENT SYSTEMS: A CASE STUDY IN A PHARMACEUTICAL ORGANISATION

Rui Oliveira[1], Rui Silva[1], Manuel Ferreira Rebelo[1(*)]
Lusíada University, CLEGI, Vila Nova de Famalicão - Portugal
[(*)]*Email:* manuel.f.rebelo@gmail.com

ABSTRACT

Along the years the organizations are faced with a growing number of management system standards vs. sub - management systems to be able to manage certain aspects of their performance and to satisfy all the requirements of each one relevant stakeholder. Due to this, the global management system of the organizations is frequently split into a number of parts or sub-systems, implemented and managed separately and independently, i.e., inefficiently.

This research work was developed in the context of a Pharmaceutical Organisation which develops its business activities in medication distribution, as a logistics operator. It is aimed at presenting a case study regarding the structuring of the existing Integrated Management Systems of Quality Management (ISO 9001), Social Accountability (SA 8000) and Research, Development and Innovation (NP 4457) with inclusion of the Information Security Management (ISO/IEC 27001). Among others, the main identified findings are as follows: a proposal of an Integrated Management System of Quality, Innovation, Social Accountability and Information Security, more robust and more lean giving holistic overview of the Group's global management; several expected benefits, in the present and for the future as a result of the operationalization of the adopted model for integration.

Keywords: Quality, innovation, social accountability, information security, interested parties, management system standards, integrated management systems.

INTRODUCTION

According to Majstorovic & Marinkovic (2011), an Integrated Management System (IMS) is considered the key concept for future business management systems. At the same time a key element in the strategy of any organization is to minimize business risk to a level that ensures the safety of the market (Nowicki, 2013) and the continuous improvement of the global performance of organizations must be always a present goal in a perspective of sustainability. A route that should be taken is to maximizing the integration of the several sub - management systems into an IMS (Rebelo & Santos, 2012) based on an integration methodology (AENOR, 2005; Rebelo *et al*, 2014a) and a model for IMS which keeping lean principles enhances the rationalization, standardization and optimization of the use of information and processes giving them real and sustained added value for the business and relevant Interested Parties (Rebelo *et al* ., 2014b,c ; Mendes *et al*, 2014). An investigation conducted by Simon *et al.* (2013) concluded that: (i) the organizations prefer the option of integrated management systems instead the option of independent management systems; and (ii) the integration of the sub - management systems is a strategic priority to ensure the survival and savings to the organizations involved in the investigation.

RESULTS AND CONCLUSIONS

Globally, the performed research work reveals that, the integration of the Information Security Management System (ISO/IEC 27001) with the Quality Management System (ISO 9001); Social Accountability (SA 8000) and Research, Development and Innovation (NP 4457) supported on a flexible integrator and lean model for IMS as proposed by Rebelo et al. (2014c) might reduce drastically overlapping functions and procedures, minimizing this way the overall dimension of the management burden. Simultaneously is providing to the Pharmaceutical Organisation an IMS, of the several sub - Management Systems, that supported into that model promoting gains of efficiency and cost savings, in addition to a holistic view and coordination of only one MS, instead four individual MSs, turning more easy and efficient the global management of the Organization as well as their organizational and operational understanding, including management processes, particularly in context of internal and external audits.

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