



BACKGROUND

Along the years Organizations become populated with a crescent diversity of standardized management systems motivated by the crescent number of internal and external Interested Parties versus related needs and expectations. Due to the fact that these management systems are frequently implemented and operated in an independent way the Organizations are destroying value and losing competitiveness. The sustained success of the business is achieved by creating value for the relevant Interested Parties and the Society in general, through an efficient and holistic management of their several requirements and associated risks considering the organizational context - internal and external. An integrated management system aims to integrate certain common elements of each standardized management system into only one coherent and lean management system. Consequently an integrated management system potentiate the organizational efficiency promoting the sustainability of the business, with add value not only for the organizations themselves but also for all the relevant Interested Parties.

Keywords: Integrated Management Systems (IMS), Certification, Models for IMS, Management System Standards, Sustainable business

OBJECTIVES

Literature review shows that several tangible and intangible gains for the Organizations as well as to their internal and external Interested Parties, are achieved with the integration of the several standardized management systems (Matias & Coelho, 2011 ; Santos et al., 2013). Considering the diversity of economic activities developed by the Organizations located at the district of Braga - region north of Portugal, and its contribution for the gross national product (GNP) versus the creation and distribution of wealth, the purpose of this investigation is obtain, on several aspects of integration and for those Organizations a global picture, of the status of the integration of the standardized management systems of quality (ISO 9001); environment (ISO 14001); occupational health and safety (OHSAS 18001/NP 4397); risk management (ISO 31000) ; research, development and innovation management (NP 4457); information security management (ISO/IEC 27001), among several others.

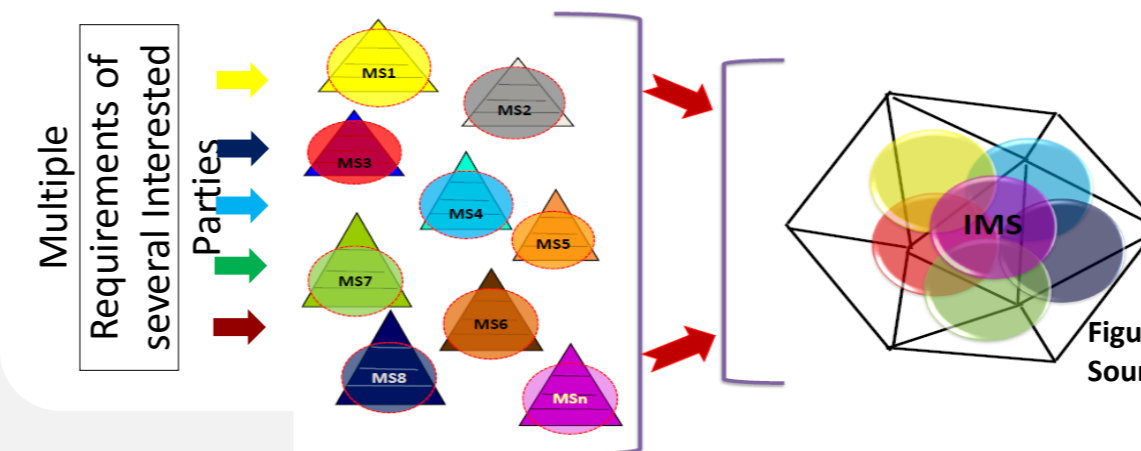


Figure 1 – Several Interested Parties and multiple MSs converging to an IMS. Source: (Rebelo, et al., 2016).

METHODOLOGY

The strategy, and research methods, have taken into consideration the case study. The data to support this investigation, is going to be obtained through a questionnaire (Hill & Hill, 2009) issued to the Organizations of the district of Braga with two or more standardized management systems implemented and certified. According the literature this method has been used by many researchers including in the aim of IMS research (Mohammad et al., 2007). In the figure 2 is presented part of the questionnaire.

Previously, a literature review, supported on scientific articles published on International peer review journals, was performed. The main domains of the literature review were : management systems standards (MSS) and management systems certifications; integrated management systems (IMS) - the concept; case studies about the integration of standardized management systems (MS) conducted in several countries including Portugal; motivations benefits and difficulties with the integration; critical success factors (CSF); methodologies to support the integration process and models for IMS. The literature review is regularly updated, considering the deadline to finish this project of Dissertation.

IPCA INSTITUTO POLITÉCNICO DO CAVADO E DO AVE		Mestrado em SIG QAS								QUESTIONÁRIO	
										Nº do questionário: (Ordem de chegada)	
Por favor não deixe de preencher, são apenas uns minutos !!!											
== A sua colaboração é fundamental e desde já agradeço toda a disponibilidade ==											
III - NORMAS E SISTEMAS DE GESTÃO											
• Das normas identificadas, p. f. assinale:		ISO9001	ISO14001	OHSAS 18001	NP4397	NP 4457	ISO22000	SA8000	ISO27001	ISO/IEC17025	
- Aquelas que se encontram implementadas na Organização e cujos Sistemas de Gestão estão certificados/acreditado											
- Aquelas que se encontram implementadas na Organização e cujos Sistemas de Gestão não estão certificados/acreditado											
• P. f. identifique outras normas de Sistemas de Gestão implementadas na Organização e cujo Sistema de Gestão está certificado:											
• P. f. identifique outras normas de Sistemas de Gestão implementadas na Organização e cujo Sistema de Gestão não está certificado:											
III - INTEGRAÇÃO DOS SISTEMAS DE GESTÃO											

Figure 2 - Part of the questionnaire.

RESULTS AND CONCLUSIONS

According the performed literature review the interest in integrated management systems is growing in the context of the global competition as result that the integration of several standardized management systems potentiate both relevant organizational improvements and consequent tangible and intangible gains for the Organizations and Interested Parties, and its competitiveness and sustainable success.

There exist, all over the World, including Portugal, some research in the aim of case studies about IMS, but this investigation is probably the first to address issues related to IMS as are the domains of integration, methodologies, and models to support the integration, considering the relevance of the Organizations for the Portuguese Economy as there are those located on the district of Braga.

The effective need of the Organizations for an increased integration of various standardized management systems is a fact in the context of the global competitiveness and the crescent proliferation of individual management system standards, and the first step to be possible support the Organizations on this challenge is to characterize the real situation, in the circumstance of the organizations located at district of Braga.

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