

## STAVOVI MENADŽMENTA I VLASNIKA PREDUZEĆA O PRIMJENI SISTEMA UPRAVLJANJA U PROIZVODNIM PREDUZEĆIMA MLINSKO-PEKARSKE INDUSTRIJE

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U ishrani stanovništva u Republici Srpskoj veoma važnu ulogu imaju pekarski proizvodi. Pekarski proizvodi ne spadaju u rizičnu grupu namirnica, ali bez obzira na to tokom njihove izrade može doći do grešaka u radu i neželjene kontaminacije proizvoda. Da bi smanjili rizik od kontaminacije proizvoda, proizvođači primjenjuju različite propise. Značajnu pomoć u tome mogu im dati sistemi upravljanja (MS), prije svega sistem upravljanja bezbjednošću hrane (FSMS) i sistem upravljanja kvalitetom hrane (QMS). Informaciono komunikacione tehnologije (ICT) mogu dati značajnu podršku za lakšu i efikasniju primjenu standarda u integrisanim sistemima. Cilj ovog rada je bio da se utvrde stavovi vlasnika i menadžmenta preduzeća u mlinsko-pekarskoj industriji o prednostima i smetnjama tokom primjene sistema upravljanja (MS), kroz implementaciju međunarodnih standarda, i analiziranju mogućnosti za integraciju zahtjeva više standarda u jedinstven integrisani sistem. Stavovi predstavnika preduzeća prikupljeni su kroz anketu, koja je provedena u 18 preduzeća u gradu Prijedor. Za potrebe istraživanja dizajniran je poseban upitnik. Distribucija upitnika i prikupljanje odgovora provedena je tokom posjete istraživačkog tima preduzećima. Obrada podataka dobijenih u anketi obavljena primjenom programa Excel 2016. Prema rezultatima ankete, najveći broj preduzeća posjeduje certifikate za sljedeće standarde: HACCP, ISO 9001, ISO 14001 i ISO 22000. Navedene standarde većina preduzeća primjene odvojeno, dok integrisano primjenjuju HACCP sa ISO 9001 i HACCP sa ISO 22000. Jedna trećina anketiranih preduzeća je izjavila da će u naredne 3 godine certifikovati/recertifikovati HACCP. Tokom implementacije sistema upravljanja, preduzeća će zaposliti stručnjake iz oblasti standardizacije ili angažovati konsultantsku agenciju ili će za podršku funkcionisanja sistema koristiti informacioni sistem.

Rezultati su pokazali da preduzeća mlinsko-pekarske industrije u gradu Prijedoru djelimično primjenjuju sisteme upravljanja (MS), prije svega sistem upravljanja bezbjednosti hrane i sistem upravljanja kvalitetom. Anketirana preduzeća malo koriste pogodnosti integracije više MS u jedinstven sistem, ali neka planiraju da to urade u narednih 5 godina.

**Ključne riječi:** pekarska industrija, sistemi upravljanja, ISO standardi, ICT, integrisani sistemi

## **ATTITUDES OF MANAGEMENT AND OWNERS OF THE COMPANY ON THE APPLICATION OF THE MANAGEMENT SYSTEM IN THE PRODUCTION ENTERPRISES OF THE MILL AND BAKERY INDUSTRY**

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Bakery products play a very important role in the nutrition of the population in the Republic of Srpska. Bakery products do not belong to the risk group of foods, but, regardless of that, during their production, errors in work and unwanted contamination of products can occur. To reduce the risk of product contamination, manufacturers apply different regulations. Significant assistance can be provided by management systems (MS), primarily the food safety management system (FSMS) and the food quality management system (QMS). Information and communication technologies can provide significant support for easier and more efficient application of standards in integrated systems. The aim of this paper was to determine the attitudes of business owners and management in the mill and bakery industry on the advantages and disadvantages of implementing management systems (MS), through the implementation of international standards and analyzing opportunities to integrate multiple standards into a single integrated system. The views of company representatives were collected through a survey, which was conducted in 18 companies in the city of Prijedor. A special questionnaire was designed for the needs of the research. Distribution of questionnaires and collection of answers was conducted during the visit of the research team to the companies. The data obtained in the survey were processed using Excel 2016. According to the survey, most companies have certificates for the following standards: HACCP, ISO 9001, ISO 14001 and ISO 22000. Most companies apply these standards separately, while integrated HACCP with ISO 9001 and HACCP with ISO 22000. One third of the surveyed companies stated that they would certify / recertify HACCP in the next 3 years. During the implementation of the management system, companies will hire experts in the field of standardization or hire a consulting agency or will use an information system to support the functioning of the system. The results showed that the companies of the mill and bakery industry in the city of Prijedor partially apply management systems (MS), primarily the food safety management system and the quality management system. The surveyed companies make little use of the benefits of integrating multiple management systems into a single system, but some plan to do so in the next 5 years.

**Key words:** bakery industry, management systems, ISO standards, ICT, integrated systems