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Technical faculty "Mihajlo Pupin"
Zrenjanin, Republic of Serbia

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CONTENTS

PLENARY SESSION	1
PORTRAIT OF THE INTERREG IPA PROJECT BETWEEN CROATIA AND SERBIA, SENS WETLANDS	2
Mirjana Vojinović Miloradov, Ivana Mihajlović, Maja Sremački, Maja Petrović, Boris Obrovski, Sabadoš Klara, Vesna Kicošev, Pavle Dragičević, Jelena Radić	
CONCEPTS OF ENVIRONMENTAL (BIO)ENGINEERING IN ENVIRONMENTAL HEALTH	9
Hosam E.A.F. Bayoumi Hamuda	
DRYING OF SUSPENSIONS AND SOLUTIONS IN FLUIDIZED BED OF INERT PARTICLES – MATERIAL HOLD-UP AND ENERGY EFFICIENCY STUDY	23
Tatjana Kaluđerović Radoičić, Mihal Đuriš, Zorana Arsenijević	
APPLICATION OF IRON-OXIDE LOADED ALGINATE BEADS IN REMOVAL OF ARSENIC FROM WATER	31
Jana Vujović, Aleksandar Marinković, Antonije Onjia, Jovan Jovanović, Mirjana Kijevčanin, Milan Milivojević	
SESSION 1. MECHANICAL ENGINEERING	39
A PERSPECTIVE APPROACH TO HAZELNUT HARVESTING FOR SLOPING PLANTAGE	40
Mukrimin Sevket Guney, Imdat Taymaz	
MANAGING THE RISK OF ACCIDENTS FOR AXLE BEARINGS IN THE RAILWAY TRANSPORT	45
Slavica Prvulović, Jasna Tolmač, Marija Nedić	
HIGHER HARMONICS OF CURRENT CAUSED BY THE OPERATION OF ROLLING MILL	50
Vladimir Šinik, Željko Despotović, Slavica Prvulović, Eleonora Desnica, Jasmina Pekez, Jasna Tolmač, Ivan Palinkaš	
MODERN APPROACHES WITH PYTHON IN SENSORY FUSION	58
Rositsa Maksimova, Krassimir Kolev	
CONSTRUCTION OF THE PUNCH MACHINE FOR CUTTING POCKETS IN THE CAR BUMBERS	67
Miroslav Milutinović, Spasoje Trifković, Milija Krašnik	
DETERMINATION OF INJECTION MOLDING PARAMETERS FOR PRODUCTION OF PLASTIC COVER	71
Ivan Matin, Đorđe Vukelić, Branko Štrbac, Mario Šokac, Miodrag Hadžistević	
COMPARISON OF POWER FLOW CALCULATIONS USING I AND II POWER LINE MODELS	79
Momcilo Vujicic, Srdjan Divac, Srećko Curčić	
UV-VIS SPECTROSCOPY AND NEURAL NETWORKS IN DISTINGUISHING DIFFERENT TYPES OF HONEY	86
Kiril Nankov, Diana Tsankova, Georgi Terziyski	

DETERMINATION OF THE RESISTANCE IN THE CUTTING ZONE FOR MACHINE PLASTIC PROCESSING	94
Slavica Prvulović, Predrag Mošorinski, Jasna Tolmač	
DEVELOPMENT AND MASTERING OF PRODUCTION OF COATED ELECTRODES FOR CUTTING AND GOUGING METAL MATERIALS	101
Nikola Bajić, Darko Veljić, Mihailo Mrdak, Zoran Karastojković, Zoran Radosavljević, Jasmina Pekez	
CONTROL OF TIME-DELAY PROCESSES USING CONTROLLER DESIGNED BASED ON POLE PLACEMENT METHOD	105
Saša Prodanović, Ljubiša Dubonjić	
USING CAD FOR PRODUCT DEVELOPMENT ON THE INTERNET	113
Biljana Gemović	
A BRIEF INTRODUCTION TO PROCESS PLANNING OPTIMIZATION	119
Mijodrag Milošević, Dejan Lukić, Mića Đurđev, Borivoj Novaković, Jovan Vukman	
SESSION 2. ENERGETICS AND PROCESS TECHNIQUE	125
ENERGY PERFORMANCE OF A ACTIVE SOLAR WALL WITH CENTRAL CHANNEL	126
Snežana Dragičević	
IMPLEMENTATION OF ENERGY RENOVATION OF BUILDINGS IN THE FIVE COUNTIES OF EASTERN CROATIA	134
Hrvoje Glavaš, Milan Ivanović, Lara Liović	
THERMOGRAVIMETRIC ANALYSIS OF OAK TREE – THE INFLUENCE OF HEATING RATE ON THE PYROLYSIS	140
Ana Miltojević, Milan Protić, Petar Đekić, Jasmina Radosavljević, Amelija Đorđević	
ATTITUDES TOWARDS ENERGY CONSUMPTION FROM THE PERSPECTIVE OF EMPLOYEES IN REPUBLIC OF SRPSKA	145
Ladin Gostimirović, Aleksandar Kršić, Aleksandra Mihailović, Nebojša M. Ralević	
RENEWABLE ENERGY SOURCES AS A SUSTAINABLE DEVELOPMENT FACTOR ...	151
Branislav Leleš, Veselin Mulić	
EXPERIMENTAL DATA IN FIRING PROCESS FOR DIFFERENT TYPES OF BIOMASS	157
Petre Florinel Nenu, Luisa Izabel Dungan, Adrian Eugen Cioabla	
USING THE RENEWABLE ENERGY SOURCES IN SERBIA AND IN THE WORLD	162
Marija Nedic, Jasna Tolmac, Slavica Prvulovic, Dragisa Tolmac	
SESSION 3. DESIGNING AND MAINTENANCE	168
MULLER’S METHOD FOR STUDYING THE OUT OF PLANE VIBRATIONS OF CURVED PIPES CONVEYING FLUID	169
Dimitar Lolov, Svetlana Lilkova-Markova	
DESIGN OF THE STRENGTHENED FRAMEWORK FOR A DESIGNED CONCEPT OF THE SPORT CAR BODY	175
David Salamunović, Mirko Karakašić, Milan Kljajin, Hrvoje Glavaš	

SOME ASPECTS OF THE ELECTRICAL POWER QUALITY	183
Vladimir Šinik, Željko Despotović, Ljiljana Radovanović, Mića Đurđev, Borivoj Novaković, Jasna Tolmač, Ivan Palinkaš	
RISK BASED MAINTENANCE STRATEGY SELECTION	192
Mirjana Misita, Dragan D. Milanović, Ankica Borota-Tišma	
CONSTRUCTION OF WELDING TOOLS TO REDUCE THE CABIN PILLAR DEFORMATION	197
Bojan Vukobrat, Borivoj Novaković, Eleonora Desnica, Mića Đurđev	
SESSION 4. OIL AND GAS ENGINEERING	202
SCADA FOR TANK MANAGEMENT SYSTEM IN REFINERIES	203
Jasmina Perišić, Marina Milovanović, Zvonimir Božilović, Marko Ristić, Ljiljana Radovanović	
EXPERIENCE IN THE USE OF OIL-MINERAL AGGREGATION FOR LIQUIDATION OF EMERGENCY OIL SPILLS IN ICY SEAS	212
Alexander Salnikov	
BIOGAS - A SUBSTITUTE FOR NATURAL GAS	219
James G. Speight, Ljiljana Radovanović	
RESIDUAL FATIGUE LIFE ESTIMATION OF OIL RIG PIPES WITH AN AXIAL SURFACE CRACK	225
Ljubica Lazić Vulićević, Aleksandar Rajić, Milenko Stašević, Eleonora Desnica	
SOME ASPECTS OF CRUDE OIL PIPELINE TRANSPORT	231
Jasna Tolmač, Slavica Prvulović, Marija Nedić, Aleksandra Aleksić, Vladimir Šinik, Dragiša Tolmač	
SESSION 5. ENGINEERING MANAGEMENT	236
STATISTICAL INDICATORS FOR ACCIDENTS AT WORK IN EUROPEAN UNION AND THE REPUBLIC OF NORTH MACEDONIA	237
Elena Mitrevska, Cvetanka Mitrevska, Borce Mitrevski, Tale Geramitcioski, Vangelce Mitrevski	
ANALYSIS OF NON-FATAL AND FATAL ACCIDENTS AT WORK BY ECONOMIC ACTIVITIES IN EU AND THE REPUBLIC OF NORTH MACEDONIA	244
Cvetanka Mitrevska, Elena Mitrevska, Borce Mitrevski, Tale Geramitcioski, Vangelce Mitrevski	
THE ROLE OF REENGINEERING AND TQM IN IMPROVING THE QUALITY OF BUSINESS IN ORGANIZATIONS	253
Nikola Petrović, Edit Terek, Tamara Petković, Dragana Sajfert, Jelena Rajković	
THIRD MISSION IN SERBIA – A NEW VIEW ON HIGHER ENGINEERING EDUCATION	259
Olga Deretić, Ljubica Lazić Vulićević	
QUALITY MANAGEMENT FOR COMPUTERIZED PHARMACEUTICAL SYSTEMS	263
Ilija Tabašević, Dragan Milanović	

INDUSTRY 4.0, DOMESTIC ECONOMY AND THE CHALLENGES OF GLOBAL COMPETITIVENESS	271
Dejan Đorđević, Dragan Čočkalo, Cariša Bešić, Sanja Stanisavljev, Mihalj Bakator	
CHARACTERISTICS OF BUSINESS INCUBATORS	279
Vlado Medaković, Bogdan Marić	
POSSIBILITIES OF APPLICATION OF INDUSTRY 4.0 AND CURRENT SITUATION OF FUNCTIONING OF PRODUCTION SYSTEMS IN LARGE ENTERPRISES	285
Borivoj Novaković, Sanja Stanisavljev, Slaviša Vlačić, Mića Đurđev, Mila Kavalić	
THE ROLE OF LEAN PRODUCTION IN ORGANIZATIONS	291
Nikola Petrović, Edit Terek, Tamara Petković, Dragana Sajfert, Rajković Jelena	
ANALYSIS OF THE EXPERIENCE OF THE SERVICE PROVIDERS AND USERS IN THE SUPPLY CHAINS	295
Jelena Maletić, Dragan Milanović	
SESSION 6. HEALTH AND ENVIRONMENTAL PROTECTION	303
ENVIRONMENTAL PROTECTION THROUGH COMPOSTING PROCESSES	304
Srećko Curčić, Momcilo Vujčić	
AIRBORNE WEAR PARTICLES FROM AUTOMOTIVE BRAKES AND TYRES FOR PERIOD 2001-2017 IN REPUBLIC SERBIA	310
Nadica Stojanović, Ivan Grujić, Jasna Glišović, Saša Vasiljević, Jovan Dorić	
ENVIRONMENTAL NOISE POLLUTION IN THE UNESCO CITY OF OHRID	317
Tale Geramitcioski, Vladimir Mijakovski, Vangelce Mitrevski	
SPECIAL TECHNIQUES FOR PREDICTION POLLUTANTS IN THE ENVIRONMENTAL SAFETY	324
Sonja Ketin, Vladimir Šinik, Rade Biocanin	
SPECIAL METHOD FOR INVESTIGATION OF GEOCHEMICAL PARAMETERS IN STUDIES OF ENVIRONMENTAL PROTECTION, HYDROLOGICAL AND MINERALOGICAL STUDIES	331
Slobodan Stanic, Vladimir Šinik, Sonja Ketin	
COLLECTING ELV RECYCLING CENTERS FOR CIRCULAR ECONOMY REQUIREMENTS	338
Eleonora Desnica, Milan Nikolić, Lozica Ivanović, Miroslav Vulić	
CAUSES OF AIR POLLUTION AND HEALTH RISK TO THE URBAN POPULATION OF SERBIA	344
Amelija Đorđević, Jasmina Radosavljević, Ana Vukadinović, Ivana Ilić Krstić, Stojadinović Danijela	
APPLICATION OF GAUSS MATHEMATICAL MODEL IN DETERMINATION OF GROUND CONCENTRATION AND DISTRIBUTION OF SULPHUR DIOXIDE BEFORE AND AFTER DESULPHURISATION OF CHIMNEY IN THE THERMAL POWER PLANT KOSTOLAC B	352
Stevo Jaćimovski, Slobodan Miladinović	

SORPTION OF LINURON AND ISOPROTURON ONTO ACTIVATED CARBON PREPARED FROM DATE STONES	360
Ali Hgeig, Mladenka Novaković, Dušan Milovanović, Maja Petrović, Mirjana Vojinović Miloradov, Ivana Mihajlović	
ENVIRONMENTAL RISK HIERARCHY OF PESTICIDES IN DANUBE RIVER BASIN IN THE VICINITY OF NOVI SAD: A PRIORITIZATION METHOD BASED ON MONITORING AND HAZARD ASSESSMENT	365
Dušan Milovanović, Ivana Mihajlović, Mirjana Vojinović Miloradov, Maja Sremački, Bogdana Vujić, Maja Petrović	
EXPERIMENTAL APPROACH IN TERMS OF BIOGAS PRODUCTION FROM DEGRADED MATERIALS	370
Adrian Eugen Cioblă, Francisc Popescu, Dorin Lelea, Gabriela-Alina Dumitrel, Teodor Vintilă, Aleksandar Djuric, Evelin Anda Laza	
AEROBIC BIODEGRADATION OF PLASTIC MATERIALS: LABORATORY-SCALE STUDIES	376
Ana-Maria Pana, Gabriela-Alina Dumitrel, Vasile Gherman, Gerlinde Rusu, Alina Stanescu, Lucian-Mircea Rusnac	
AMMONIA WITHIN NITROGEN CYCLE PROCESS AND ITS PRESENCE IN DRINKING WATER	382
Jasmina Rajić, Aleksandar Šotić	
THE ORIGIN OF NITRITES AND NITRATES IN NATURE AND DETERMINATION OF THEIR CONTENT IN DRINKING WATER	387
Jasmina Rajić, Aleksandar Šotić	
ECOLOGICAL MONITORING OF MICROBIOLOGICAL, BIOCHEMICAL CHARACTERIZATION AND GROWTH OF SECALE CEREALE L. PLANT IN SOILS AMENDED WITH SEWAGE SLUDGE	391
Hosam E.A.F. Bayoumi Hamuda	
RADIATION OF HIGH FREQUENCY ELECTROMAGNETIC FIELDS BIOLOGICAL EFFECTS AND HEALTH CONSEQUENCES	403
Vladimir Šinik, Željko Despotović, Sonja Ketin, Una Marčeta	
REVIEW OF TECHNIQUES FOR LANDFILL LEACHATE TREATMENT	411
Adnan Smailagić, Stojan Simić, Dušan Golubović, Goran Orašanin, Davor Milić, Krsto Batinić	
ANALYSIS OF MEASURED CONCENTRATIONS OF PARTICULATE MATTER IN AIR IN EASTERN SARAJEVO AREA	417
Kristina Mladjenovic, Stojan Simic, Dusan Golubovic, Goran Orasanin, Davor Milic, Krsto Batinic, Zdravko Garic	
POSSIBILITY OF USE OF RAW IRON MATERIALS FROM WASTEWATER FROM TECHNOLOGICAL PROCESSES OF FERRATE(VI) SYNTHESIS	423
Ljiljana Nikolić Bujanović, Milan Čekerevac, Miloš Simičić, Anja Jokić, Ružica Mičić	
AN APPROACH TO INFRASTRUCTURE FOR ENVIRONMENT SENSOR NETWORK ..	428
Krassimir Kolev, Rositsa Maksimova	

FULFILLMENT OF THE EUROPEAN UNION QUANTITATIVE GOALS OF THE EU WASTE MANAGEMENT DIRECTIVES	435
Nikolina Tošić, Nemanja Stanisavljević, Svjetlana Vujović, Bojan Batinić, Srđan Kovačević	
ADSORPTION BEHAVIOR OF CHLORINATED PHENOLS IN PRESENCE OF POLYETHYLENE TEREPHTHALATE IN DANUBE WATER	441
Maja Lončarski, Aleksandra Tubić, Jasmina Nikić, Vasiljević Sanja, Jasmina Agbaba	
PETROSELINIC ACID CELLULOSE ACETATE MEMBRANE (PECAM) AS A QUICK TOOL FOR ASSESSMENT OF PAH BIOAVAILABILITY IN SOIL TO PLANT ROOT	449
Jelena Koković	
PHOTOCATALYTIC WATER TREATMENT USING ZINC AND TITANIUM BASED METAL-OXIDE NANOPARTICLES	457
Tamara Ivetić	
THE ECOLOGICAL UNSUSTAINABILITY OF MODERN CAPITALISM AND THE RESOURCE WARS AS ITS MOST DRASTIC FORM	461
Dejan Mihailović, Goran Bulatović	
SOME ISSUES IN CLIMATE CHANGE: IMPACTS AND POLICIES	467
Abdussalam Ashour Khalif, Ferenc Ligetvári	
RAIL TRANSPORT INFLUENCE ON THE ENVIRONMENT	476
Luisa Izabel Dungan, Mircea Dungan	
WATER PROTECTION IN SERBIA: HARMONIZATION WITH THE LEGISLATION OF THE EUROPEAN UNION	481
Snežana Filip, Nadežda Ljubojev, Una Marčeta, Mila Zakin	
APPLICATION OF MULTIVARIATE STATISTICAL TECHNIQUES (CA AND PCA) IN ANALYSIS AND EVALUATION OF HEAVY METALS IN URBAN SOIL	487
Aleksandra Mihailović, Selena Samardžić, Nebojša M. Ralević, Jordana Ninkov, Savka Adamović, Robert Lakatoš	
THE IMPORTANCE OF RAISING AWARENESS OF ENVIRONMENTAL BEHAVIOR, ENVIRONMENTAL PROTECTION AND CLIMATE CHANGE IN THE APV	492
Bogdana Vujic, Jasmina Pekez, Visnja Mihajlovic, Ljiljana Radovanovic, Una Marceta, Ivan Palinkas	
REVIEW OF EUROPEAN PROJECTS AIMING AT REDUCTION OF NON-EXHAUST PARTICLES' EMISSION WHOSE SOURCE IS VEHICLE BRAKING SYSTEM	496
Saša Vasiljević, Jasna Glišović, Nadica Stojanović, Ivan Grujić	
RADIATION OF ELECTROMAGNETIC FIELDS OF INDUSTRIAL FREQUENCIES. ELECTROMAGNETIC RADIATION OF ELECTRICAL APPLIANCES IN HOUSEHOLDS	504
Vladimir Šinik, Željko Despotović, Sonja Ketin, Una Marčeta	
BASICS OF ELECTROMAGNETIC RADIATION	512
Kemal Dervić, Vladimir Šinik, Željko Despotović	

SESSION 7. ENVIRONMENTAL MANAGEMENT AND OCCUPATIONAL SAFETY

THE IMPORTANCE OF YOUTH ENTREPRENEURSHIP FOR ACHIEVING COMPETITIVENESS AND ITS ROLE IN SUSTAINABLE DEVELOPMENT	522
Dragan Čočkalo, Edit Terek, Sanja Stanisavljev, Srđan Bogetić, Mihalj Bakator	
CIRCULAR ECONOMY AND THE DOMESTIC ECONOMY - CHALLENGES AND LIMITATIONS	527
Mihalj Bakator, Ljiljana Đorđević, Dejan Đorđević	
TRANSPORT OF CRUDE OIL ACCORDING TO THE PROVISIONS OF THE EUROPEAN AGREEMENT CONCERNING THE INTERNATIONAL CARRIAGE OF DANGEROUS GOODS BY ROAD	533
Matilda Lazić, Miodrag Kovačević, Tatjana Nikolin, Mario Hajdu	
A BRIEF STUDY ON FIRE PROTECTION SYSTEMS	539
Dragana Milosavljev, Mila Kavalić, Edit Terek, Sanja Stanisavljev, Dušanka Milanov	
ANALYSIS OF CAUSES OF SERIOUS AND FATAL OCCUPATIONAL INJURIES IN THE REPUBLIC OF SERBIA FOR THE PERIOD FROM 2016 TO 2018	545
Zoran Čepić, Tijana Lazendić, Dragana Bibić, Dejan Ubavin, Ljiljana Radovanović	
IMPACT OF EXPOSURE TO METALWORKING FLUID AEROSOLS ON EMPLOYEES HEALTH	550
Zoran Čepić, Tijana Lazendić, Milana Ilić Mićunović, Dejan Ubavin, Ljiljana Radovanović	
INVESTIGATION OF INHALABLE PARTICLES CHARACTERISTICS GENERATED DURING WELDING OF THE STAINLESS STEEL	557
Milana Ilić Mićunović, Borut Kosec, Zoran Čepić, Boris Agarski, Zorica Mirosavljević	
SESSION 8. STUDENTS SESSION	564
COLLECTION AND DISPATCH OF OIL AND GAS FROM THE COLLECTION DISPATCH STATION	565
Milan Markovic	
A SIMPLE MODEL OF ELECTROSTATIC PRECIPITATOR	569
Stefan Hodoba, Jelena Mičić, Una Marčeta, Bogdana Vujić	
MEDICAL WASTE MANAGEMENT	574
Eleonora Terecik, Visnja Mihajlovic, Una Marceta	
MEASURING OF INDOOR PM2.5 CONCENTRATION IN BUDAPEST, HUNGARY	579
Bushra Atfeh, Róbert Mészáros	
EVALUATION OF THE POSSIBLE HARMFUL EFFECTS OF WASTEWATER DISCHARGE WITH ACUTE TOXICITY TESTS	583
Ganbat Mungunzaya, Judit Plutzer, Hosam Bayoumi Hamuda	
FUZZY LOGIC AND ROUGH SETS	595
Olivera Mladenović, Vojkan Nikolic, Anja Kostic Zobenica, Branko Markoski, Slavisa Včacic	

RISK BASED MAINTENANCE STRATEGY SELECTION

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Abstract: This paper presents decision-making model for maintenance strategy selection. Problem of right maintenance strategy selection is one of the most important problem in manufacturing enterprises, process industries or enterprises where failure of equipment has major impact on production flow, people, environment or business costs. Presented decision making model for maintenance strategy selection takes into account risk exposure to mechanical equipment failure, business costs, people health and environmental safety. At the other hand each strategy options has its benefits expressed by cost savings. This decision making model for maintenance strategy selection try to optimize between these opposite influential criteria.

Key words: maintenance strategy, decision-making process, risk matrix.

INTRODUCTION

Most often choosing right strategy is decision based on cost-benefit analysis. Benefits are measured in cost savings, maintenance time savings, maintenance material savings, and all maintenance resources savings and not less important – reliability mechanical equipment keeping on desired level. Some strategy options has aim to increase reliability of mechanical equipment but it leads to overmaintenance. So optimal maintenance strategy presents balance between corrective and preventive activity in accordance with business processes [1]. Historically main maintenance strategy differed on: failure replacement, periodical inspection, age replacement, risk-based inspection, continuous monitoring strategies, etc. developed in four basic types of maintenance philosophies: corrective maintenance, preventive maintenance, risk-based maintenance, condition-based maintenance. Nguyen[2] shows that replacement decision nowadays is more complex because decision maker often must decide which available technology on the market to choose for replacement of the current asset. Rapid technological development involve in maintenance decision making process one new aspect in replacement with technologically better solutions compatible with current assets.

Ierace and Cavalieri [3] noticed that in the literature, there was insufficient attention been paid to formulation of a methodological framework for selecting suitable techniques for maintenance strategy selection. They says that the framework should takes into account the organizational competencies with respect to applying the specific risk assessment technique. In such concept of developing methodological framework for maintenance strategy selection, chances of success increase.

In literature, lot of method and techniques was used for solving problem of maintenance strategy selection: AHP, FAHAP, ANP[4], TOPSIS, FME, FTA, ES, etc. Also, number and type of influential criteria for comparing alternative maintenance strategy option vary. In this paper is presented combined approach to maintenance strategy selection, using 4 types of risk matrix for each maintenance strategy option evaluation, and decision support system based on analytic hierarchy process for ranking maintenance strategy options by prioritization influential criteria.

CASE STUDY

In this Case study we observed one manufacturing enterprise which is considering three maintenance strategy options. First strategy (STM1-Strategy Maintenance option 1) characteristics are estimated using qualitative risk exposure matrix and this strategy options present current strategy, shown on Figure 1.

Risk Exposure (E)					
Probability (P)	E=P*I				
Very High (>0.7)	MEDIUM	MEDIUM	HIGH	HIGH	HIGH
High (<0.7)	LOW	MEDIUM	MEDIUM	HIGH	HIGH
Medium (<0.5)	LOW	MEDIUM	MEDIUM	HIGH	HIGH
Low (<0.3)	LOW	LOW	MEDIUM	MEDIUM	HIGH
Very low (<0.1)	LOW	LOW	LOW	LOW	MEDIUM
Increases development time	<1%	<5%	<10%	<15%	>15%
	Impact (I)				

Figure 1. Qualitative assessment risk exposure matrix

Using qualitative risk exposure matrix shown on figure 1, risk exposure for STM1 for equipment failure is estimated based on corporate memory and expert opinion, on figure 2. The analysis is conducted for four equipment assets.

Risk Exposure Matrix for STM1					
Probability (P)	Impact				
Very High					
High		3			
Medium		1	2		
Low			4		
Very low					
	Very Low	Low	Medium	High	Very High
	Impact on equipment failure (I)				

Figure 2. Risk exposure matrix for STM1 equipment failure

For same probability of equipment failure, shown on figure 1, next risk matrix shows its impacts on business costs. Figure 2 shows that failure has different significance form aspects of business costs.

Risk Exposure Matrix for STM1					
Probability (P)	*Impact				
Very High					
High		3			
Medium		1	2		
Low			4		
Very low					
	Very Low	Low	Medium	High	Very High
	Impact on business costs (I)				

Figure 3. Risk exposure matrix for STM1 business costs

Also, for same probability of equipment failure, shown on figure 1, next risk matrix shows its impacts on people. Figure 4 shows that failure of equipment assets no. 1 has high on people and also on environment, figure 5. Equipment 5 is a reservoir under pressure containing compressed natural gas.

Risk Exposure Matrix for STM1					
Probability (P)	Impact				
Very High					
High		3			
Medium			2	1	
Low		4			
Very low					
	Very Low	Low	Medium	High	Very High
	Impact on people (I)				

Figure 4. Risk exposure matrix for STM1 people

Risk Exposure Matrix for STM1					
Probability (P)	Impact				
Very High					
High		3			
Medium			2		1
Low		4			
Very low					
	Very Low	Low	Medium	High	Very High
	Impact on environment (I)				

Figure 5. Risk exposure matrix for STM1 environment

All four risk exposure matrix are performed for strategy 2 (STM2) and strategy 3 (STM3) option and for observed equipment, total costs are calculated: preventive maintenance, corrective maintenance, lubrication as specific PM task, contracted preventive and corrective maintenance, inspection costs, replacement costs, ‘non-working’ maintenance (safety, meetings), supervision, planning, lubricants, capital improvements, etc. Maintenance costs are shown in table 1.

Table 1. Maintenance costs for STM1, STM2 and STM3

	STM1	STM2	STM3
Total maintenance costs (in thousands of RSD) /per year	152000	142500	124500
Percent (%)	100	93.75	81.90789
Cost savings (%)	0	6.25	18.08

STM1 has the biggest total maintenance costs, so if this is a referent value, STM2 has 6,25 % cost savings, and STM3 has 18,08% cost savings.

DECISION SUPPORT TOOL

In this section decision support tool was used for evaluation each strategy options. Very important issue in design decision making model framework is to compare different measurement units in same decision model: different risk exposure and costs savings for each strategy options. In this sense we use weights for influence criteria. In the next table is shown decision making matrix.

Table 2. Decision making matrix

	R - FAILURE	R - BUSINESS	R- PEOPLE	R- ENVIRONMENT	COST SAVINGS
WEIGHTS	Critical	Very Important	Critical	Critical	Very Important
STM1	MEDIUM	MEDIUM	HIGH	HIGH	0
STM2	MEDIUM	LOW	MEDIUM	MEDIUM	6,25
STM3	MEDIUM	MEDIUM	HIGH	HIGH	18,08

Verbal scale for weights of influence criteria is five-stages (Critical – 100%, Very important – 75%, Important – 50%, Unimportant – 25%, Trivial - 0%), while verbal scale for risk exposure is three-stages (High – 100%. Medium - 50%, Low - 0%). Using results from case study for specific enterprises, by monitoring 4 equipment assets, and determining its positions in risk exposure matrix (fig.1,2,3,4 for strategy maintenance option 1 is shown in this paper), further research was continuing by determining overall qualitative evaluation. So, for STM1, overall evaluation for "R-failure" matrix is "medium"; overall evaluation for "R-business" overall evaluation is "medium"; for "R-people" overall evaluation is "high"; for "R-environment" overall evaluation is "high" and for "cost savings" overall evaluation is zero. This overall conclusion was made by observing areas in risk matrix where equipment assess belong. The similar procedure was conducted for second and third maintenance strategy option, and a final result is given in table 2.

Using analytical hierarchy process as one of the method for decision making for optimal maintenance strategy [5,6,7], results are obtained, table 3.

Table 3. Calculating priorities for different strategy option

Goal	Weights	Priorities	Rating Set	Attributes	STM1 Rating	STM1 Priority	STM2 Rating	STM2 Priority	STM3 Rating	STM3 Priority
Goal	100,00	0,222	Rf	Rf	50,00	0,500	50,00	0,500	50,00	0,500
	75,00	0,167	Rb	Rb	50,00	0,500	100,00	1,000	50,00	0,500
	100,00	0,222	Rp	Rp	0,00	0,000	50,00	0,500	0,00	0,000
	100,00	0,222	Rr	Rr	0,00	0,000	50,00	0,500	0,00	0,000
	75,00	0,167	Cost Savings	Cost Savings	0,00	0,000	6,00	0,333	18,00	1,000

Table 4 shows ranking maintenance strategy options. Strategy STM2 present the best alternative in this enterprise.

Table 4. Ranking alternatives

LOWEST LEVEL	STM3	STM2	STM1	MODEL WEIGHTS
Re	0,000	0,500	0,000	0,222
Rp	0,000	0,500	0,000	0,222
Rb	0,500	1,000	0,500	0,167
Rf	0,500	0,500	0,500	0,222
Cost Savings	1,000	0,333	0,000	0,167
Results	0,361	0,556	0,194	

Although STM3 has the most significant cost savings, its risk exposure for people and environment is high. STM1 also has high evaluation mark in risk matrix for people and environment and has no cost savings, so STM1 is the worst strategy option. STM2 has moderate risk exposure for people, failure and environment (which are the critical influential criteria's) and has 6,25% cost saving comparing to current maintenance strategy, which make this strategy option the best solution in this study case.

CONCLUSION

In this paper the decision model for maintenance strategy selection is presented. Concept of decision making model involves all risk exposure aspects: risk exposure matrix for equipment failure, risk exposure matrix for business losses (measured by costs), risk exposure for people, risk exposure on environment and in model are involved benefits of each strategy options expressed through cost savings. Decision making model for maintenance strategy selection uses weights of influential criteria and calculate significance each alternative according to priority. Presented decision making-model for strategy selection can be used in different manufacturing enterprises, simple procedure make it easy for application by decision makers on all managerial levels. Presented model gives better review of advantages or disadvantages of several maintenance strategy option then traditional cost benefit models. Risk exposure to all aspects by using this methodology can be observed together with potential cost savings.

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