

ISO 9000 and Total Quality Management

Proceedings of the
**3rd International Conference on
ISO 9000 & TQM 3-ICIT**

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3-ICIT

3rd International Conference on ISO 9000 and TQM

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(Organiser: School of Business, Hong Kong Baptist University)

PREFACE

Welcome to the 3rd International Conference on ISO 9000 and TQM organised by the School of Business, Hong Kong Baptist University.

The **1st ICIT**, inaugurated in the UK in April 96, was very well received. The **2nd ICIT**, run in April 97, was even more successful with 12 keynote speeches and 75 high quality papers delivered by participants from 18 countries. Almost half of the papers have been published in refereed journals as a result. Riding on this success, and the change of sovereignty of Hong Kong since the 2nd ICIT, the **3-ICIT** will be using "**Change for the Better**" as a theme for the further development of ISO 9000 and TQM. Furthermore, Panel Session and Round Table Discussion will be organised for focused discussions.

ISO 9000 series sets out the methods that can be implemented in an organisation to assure that the customers' requirements are fully met. Moreover, the organisation's requirements will be met both internally and externally and at an optimum cost. This is the result of efficient utilisation of the resources available, including material, people and technology. By now, over 200,000 ISO 9000 certifications have been achieved world-wide -- a significant increase from the end 1992 figure of 28,000. Because of the significance of the ISO 9000 standard, and its relationship to TQM, **the first objective of this Conference is to consider the impact of ISO 9000 implementation on TQM.**

TQM provides the overall concept that fosters continuous improvement in an organisation. The TQM philosophy stresses a systematic, integrated, consistent, organisation-wide perspective involving everyone and everything. It focuses primarily on total satisfaction for both the internal and external customers within a management environment that seeks continuous improvement of all systems and processes. TQM has been considered by many organisations as the way to survive and succeed. **The second objective of the 3-ICIT is therefore to provide a forum for the identification of the contemporary development in the theories and practices of TQM, and for the sharing of experience.**

The Conference gives us the opportunity to benefit at first hand from the expertise and experience of eminent speakers who are senior executives of many leading edge organisations and distinguished academics contributing to the research and development of ISO 9000 and TQM.

The 3-ICIT is represented by delegates from 20 countries. As the host city, Hong Kong takes the lead in the number of papers presented. This figure is followed by the UK, Australia, and China, the sovereignty country of Hong Kong after July 1997. The statistics of the number of papers presented is summarised in the following table. Unfortunately, due to the recent financial turmoil in Asia, the delegate from South Korea, Ms. J.K. Koo could not finance her travel in order to present her paper (#10.6) in person, and she did send her apology. As the Chair, apart from expressing my gratitude towards her sincerity, I hope the crisis will be written off as history soon, and that the conference objectives can help to 'change for the better'.

Country	No. of Papers		Country	No. of Papers
Hong Kong (SAR of China)	43		Macau	2
U.K. (including Nr. Ireland)	17		Poland	2
Australia	10		Brazil	1
China	6		Denmark	1
Singapore	3		India	1
USA	3		Slovak	1
Yugoslavia	3		South Korea	1
Canada	2		Thailand	1
Finland	3		Turkey	1
France	2			
Japan	2		TOTAL	104

The 104 papers of the 3-ICIT have been categorised according to different areas of activities in the development of ISO 9000 and TQM. They are:

1. Change for the Better via ISO 9000 and TQM
2. ISO 9000/14000 and Quality/Environmental Audit
3. Business Process Re-engineering
4. Quality Tools and Techniques
5. Quality Circles and Teamworking
6. Learning and Organisational Development
7. ISO 9000/TQM Development in HKSAR/China
8. Business Excellence and Quality Awards
9. Change for the Better -- Manufacturing & Construction
10. Change for the Better -- Services & Education
11. Change for the Better -- Public & Health

We are privileged to have the following 18 eminent keynote speakers presenting their expertise opinions on specific issues of ISO 9000 and TQM:

- Dr. Alan Brown (Head, School of Management, Edith Cowan University, Australia)
- Mr. Raymond Chan (Assistant Director, HKSARG Environmental Protection Dept.)
- Mr. Yuk-Kau Chan (Chairman, HK Quality Management Association)
- Dr. Chee-Leong Chong (Director, Quality Research Centre, NUS, Singapore)
- Prof. John Dalrymple (Prof. of Quality Management, RMIT, Australia)
- Dr. Mike Donnelly (Head, School of Operations Management, UWE, UK)
- Dr. Keith Grint (Fellow in Organisational Behaviour, Oxford University, UK)
- Prof. Lars Hassel (Prof. of Accounting & Management Control, ÅAU, Finland)
- Mr. Francis Ho (Director, HKSAR Government Industry Department)
- Prof. Yoshio Kondo (1971 Deming Prize Winner, Japan)
- Dr. Wai-Kwok Lo (President, 1997, HK Asso. for the Advancement of Sc. & Tech.)
- Mr. Howie Ng (CEO, HK Quality Assurance Agency)
- Prof. John Peters (Editor of 4 international journals on quality management, MCB)
- Dr. Lawrie Reavill (Director, Engg. Mangt. Centre, City U. Business School, UK)
- Mr. Edmund Sung (General Manager, Quality & Mangt. Consultancy, HKPC)
- Prof. Gerald Vinten (Associate Dean, Southampton Business School, UK)
- Ms. Ai-Lan Xie (Chair, Board of Directors, China Quality Control Association)
- Prof. Gong-Xu Zhang (Director, Research Institute of Mgt. Science, Beijing UST)

I would also like to thank the following colleagues who have helped me so readily to review the abstracts and/or edit some of the papers:

Dr. Alan Brown	Mr. George Laszlo
Ms. Svetlana Cicmil	Dr. Sarah Meegan
Prof. John Dalrymple	Prof. John Peters
Mr. Mike Fung	Dr. Lawrie Reavill
Dr. Keith Grint	Prof. Gerald Vinten
Dr. Frances Hill	

I am indebted to the editors of the 10 supporting journals who come to this conference because they trust there are good quality papers for their journal publications. We would also like to thank all our presenters and delegates contributing to the successful experience of the 3-ICIT. In particular, I would like to thank Mr. Andrew Leung (Director, HKSAR Government Social Welfare Department), for his thoughtful initiative to lead a Panel Discussion on "*Social Welfare Services: Change for the Better via ISO 9000 and TQM*". Last but definitely not the least is the support from the 50 senior executives of the HKSARG Social Welfare Department whose determination to lead the Department into a total quality organisation is highly commendable. A sincere welcome to you all and we wish you an enjoyable and fruitful experience at the Hong Kong Baptist University!

Sam Ho

Chair, 3-ICIT

(on behalf of the Organising Committee)

CONTENTS

SUPPORTING ORGANISATIONS & EDITORS

PREFACE (*Sam Ho, Chair, 3-ICIT*)

WELCOME SPEECH (*Daniel Tse, President, HKBU*)

[Underlined Paper Numbers below are Keynote Speeches]

Part 1	Change for the Better via ISO 9000 and TQM	1
1.1	An Investigation of the Implementation of ISO 9000 and TQM and Their Relationships in Turkey <i>Ufuk Cebeci & Ahmet Beskese</i>	1
<u>1.2</u>	Change for the Better via ISO 9000 and TQM <i>Samuel K.M. Ho</i>	7
1.3	TQM -- A Drive for Innovation An Indian Experience <i>Tabassum Jamal</i>	15
1.4	A Study of TQM Implementation in Thailand <i>Ladawan Krasachol & J.D.T. Tannock</i>	22
1.5	ISO 9000 or TQM: Which Approach to Adopt - A Canadian Case Study <i>George Laszlo</i>	28
1.6	ISO 9000 Standards and TQM Strategy - The Business Improvement Tools for the Polish Firms <i>Krystyna Lisiecka</i>	35
1.7	ISO 9000 - Aid or Hindrance to the Cultural Developments Required for TQM? <i>Sarah T. Meegan</i>	41
<u>1.8</u>	What is the Direction of TQM Development in the Future? <i>Lawrence R. P. Reavill</i>	47
Part 2	ISO 9000/14000 and Quality/Environmental Audit	53
2.1	A Workflow Automation Tool for ISO 9000 Compliant Quality Management <i>Keith C.C. Chan and Yan-Ching Ying</i>	53
<u>2.2</u>	ISO 14000: Change for the Better <i>Raymond H. Chan</i>	62
<u>2.3</u>	Broadening the Perspective of Audit Service Quality -- Product and process views <i>Lars G. Hassel & Johan Lidsle</i>	66
2.4	ISO 9000 and TQM Development in Poland <i>Robert Karaszewski</i>	72
2.5	Software Assistants for ISO 9000 Certification <i>Hareton K.N. Leung, Keith C. C. Chan & Connie Poon</i>	78

2.6	ISO 9000: Yes or No? <i>Howie Ng</i>	84
2.7	Charting Staff Attitude Along the Journey towards getting ISO Certification <i>L.C. Koo, Fredrick K. C. Tao & Hannah Koo</i>	89
Part 3	Business Process Re-engineering	97
3.1	An Appraisal of Process Analysis Tools for Process Improvement and Reengineering <i>S. N. Kota, D.J. Bal & Y.P. Cheung</i>	97
3.2	The Significance of BPR in Organisational Change Strategies: Some Survey Findings <i>Lee K. Collins & Frances Hill</i>	105
3.3	The Revolution Planning and Evolutionary Implementation of a Business Process & Its Computing Support <i>David W Bustard & Zhonglin He</i>	111
3.4	A Structured Approach to Integrate Process Redesign & ISO 9000 Implementation <i>John Leung & Jimmy Pang</i>	117
3.5	Development of a Research Based BPR Methodology for Public Sector Application <i>Rodney McAdam and Neil Mitchell</i>	123
3.6	Business Transformation Strategy for Small and Medium Enterprises <i>Stephen Ng & Samuel Ho</i>	130
3.7	TQM and Reengineering in Driving Change for Market Orientation <i>Agnes Y. K. Tam & Richard C.M. Yam</i>	138
3.8	BPR: An international Firm's Experience <i>Bo K. Wong & Wilson X. Li</i>	144
Part 4	Quality Tools and Techniques	150
4.1	Some Elements to Design an Integrated Logistics System <i>Abdellatif Benabdelhafid</i>	150
4.2	The Use of Quality Techniques for the Control of Combined Forecasts of Product Demand <i>Chi-Kin Chan, H. Wong & Xiao-Long Pu</i>	156
4.3	Measuring and Improving the Capability of Heavily Skewed Processes Using Small Batch S.P.C. Techniques <i>John S. Garvin</i>	162
4.4	Hoshin Kanri -- Participative way of strategic quality management in Japan <i>Yoshio Kondo</i>	168
4.5	Use of QFD Methodology in TQM and Business Strategic Planning <i>S.F. Lee, Paul Roberts & W.S. Lau</i>	174
4.6	The Use of Statistical Analysis in TQM: A Case Study of Circuit Breaker Manufacturer <i>P.K. Leung, T.W. Leung, C.K. Chan and L. Ng</i>	180
4.7	Document Management for a Distributed Development Environment: From Paper to Intranet <i>William W.L. Ng & Albert H.C. Tsang</i>	184
4.8	Company Benchmarking as a Tool to Aid Competitiveness <i>Terry Pilcher</i>	191
4.9	Qualitative Indicators to Measure Productivity, Efficiency and Quality: An Empirical Study in Singapore <i>Hesan Quazi, Boon-Chye Lim & Pui-Mun Lee</i>	196

4.10	Use of Process Control Chart Techniques to Analyse Violent Crime Rates in Western Australia <i>Shams-ur Rahman</i>	203
4.11	The Statistical Process Control of the Near Zero-Nonconformity Process <i>Jing Sun & Gongxu Zhang</i>	208
4.12	Implementation of TQM in the Shipping Industry <i>Peter K L Tan, Phaik Lan Tan & Christel Costagli</i>	215
4.13	DA-C Metrics: A Tool for Measuring Parameters of Software Quality <i>Dusan Velasevic & Dragan Bojic</i>	222
4.14	COQ Reporting as a Tool of Quality Management - Australian Evidence <i>Maria Xydias</i>	226
Part 5	Quality Circles and Teamworking	232
5.1	TQM, Self-Managed Teams & Organisational Performance - A 3-Year in Depth Case Study <i>Rodney P. Gapp</i>	232
5.2	Employee Responses to New Quality Initiatives: A Study of Continuous Improvement Groups <i>Geraldine Hammersley & Ashly Pinnington</i>	239
5.3	Efficiency a Poor Substitute for Quality <i>Peter T. Mansour</i>	245
5.4	Teamwork for Developing Productivity and Commitment in Japanese Organizations in Hong Kong <i>Dean Tjosvold, Jane Moy & Shigeru Sasaki</i>	251
5.5	How to Manage in the Sea of Quality Management Literature <i>António F. Teixeira</i>	260
5.6	Best Predictors of Quality Service in Australian Organisations <i>Milé Terziovski & Alison Dean</i>	267
5.7	Seven New QC Tools Case Studies: Application of the Tools in the Hong Kong Sweater Industry <i>David Y. K. Yip & Joyce Y. Y. Chan</i>	272
5.8	Design of Quality Management System Through Role Play Simulation <i>Kristína Zgodavová & Ivan Slimák</i>	278
Part 6	Learning and Organisational Development	284
6.1	Sustaining TQM Through Innovation and Creativity <i>Pervaiz K Ahmed & Mohamed Zairi</i>	284
6.2	Measuring Motivation in a Learning Organization <i>Maria C. Anderson</i>	290
6.3	A Research on Customer Satisfaction Evaluation <i>Wei Bao & Yan-ming Zhang</i>	296
6.4	Organisational Development and TQM: The Role of Leadership in Integrating Q.M. into Organisations <i>Lynne F. Baxter and Alasdair M. MacLeod</i>	302
6.5	Introducing a 360 Degree Performance Evaluation <i>Gloria S.Y. Cheung</i>	308
6.6	Quality in Managing Organisational Change Projects <i>Svetlana Cicmil</i>	314
<u>6.7</u>	Determining the Indeterminacies of Change Leadership <i>Keith Grint</i>	321
<u>6.8</u>	Agility, Job Satisfaction and Organisation Excellence - Their Factors and Relationship <i>Wai-Kwok Lo</i>	330

6.9	Cellular Implementation of Quality Systems in Medical Organisations <i>Palmira López-Fresno & Fernando Fernández-González</i>	337
<u>6.10</u>	Quality Assuring Professional Practices -- A case example from a cancer treatment centre <i>John Peters</i>	341
6.11	The Research for Total Quality in the U.S. Airline Industry <i>Dawna L. Rhoades, Blaise Waguespack, Jr. & Eric Treudt</i>	346
6.12	Change and the Quality Challenge <i>Judith A. Schalick</i>	351
6.13	Promoting Learning in Small and Medium Sized Enterprises by Intraorganizational Learning Networks <i>Tua M. Haldin-Herrgard</i>	358
6.14	Learning Function and Small Business Growth <i>Yuli Zhang</i>	364
Part 7	ISO 9000/TQM Development in HKSAR/China	370
7.1	The Generic Quality System of Hong Kong Coloration Industry <i>K. Chan, K. S. Wong, Y. K. Yip & Y. Y. Chan</i>	370
7.2	Employee Involvement in Total Quality Programme: Problems in Chinese Firms in Hong Kong <i>Randy K. Chiu</i>	376
7.3	The Development and Characteristics of China ISO9000 Quality System Certification <i>Furong Han</i>	382
7.4	Survey on TQM Implementation in Hong Kong <i>S.F. Lee & Ruth Leung</i>	386
<u>7.5</u>	TQM in China <i>Ailan Xie</i>	393
7.6	Optimization of Documentation System in the Electronic Industry of Hong Kong <i>K.W. Yeung, L.H. Wong & Y.S. Lee</i>	398
<u>7.7</u>	Beyond ISO 9000 Certification -- A China Experience <i>Gongxu Zhang</i>	404
Part 8	Business Excellence and Quality Awards	410
<u>8.1</u>	Self-Assessment and Quality Awards: A Formula for Making Quality Strategic? <i>Alan Brown</i>	410
<u>8.2</u>	World-Class QM System for Service Industry based on the ISO 9004-2 Standard <i>Yuk-Kau Chan</i>	416
<u>8.3</u>	TQM & ISO 9000 in Singapore: Strategy or Ideology? <i>Chee-Leong Chong</i>	421
8.4	Can Winners be Losers: The Case of Japan's Deming Prize for Quality <i>Anthony L. Iaquinto</i>	427
8.5	Confirmation of a Four-Variable Quality Management Model <i>Carlos Noronha</i>	435
8.6	Quality Paths in South America: The case of the Bank of Brazil <i>Marisalvo da Silva</i>	441
<u>8.7</u>	World-class Localised Quality Excellence Model - A Government Funded Project <i>Edmund Sung</i>	446

Part 9	Change for the Better -- Manufacturing & Construction	450
9.1	Implementing and Maintaining a Quality Assurance System - A Case Study of a HK Construction Contractor <i>Syed M. Ahmed, Li Kwong Tei & D. Darshi De Saram</i>	450
9.2	Reengineering the Construction Process for Enhanced Competitiveness <i>Albert P.C. Chan, Linda C.N. Fan, and Ann T.W. Yu</i>	457
9.3	The Impact of ISO 9000 on Small Construction Firms in Hong Kong and Experiences <i>Edwin H.W. Chan & Antony T.S. Chan</i>	462
9.4	Continuous Improvement in Australian Manufacturing - Comparisons Between Large and Small Firms <i>Ross L Chapman, Terry R Sloan and Ramesh Kondepudi</i>	469
9.5	Construction Process Reengineering Through Partnership <i>G.K.S. Cheung & C.K.H. Fung</i>	477
9.6	A New Vision of Manufacturing Paradigm: The Continuous Improvement of "Multi-Layered" Quality in Product Innovation and Production Flexibility <i>Norman W.C. Siu and Steven P.Y. Chong</i>	483
9.7	Optimization of the Execution of Construction Works According to Quality Criteria <i>Goran S. Cirovic & Ognjan P. Lukovic</i>	491
9.8	Managing Quality Performance of the Contractors in an Infrastructure Construction Project in Hong Kong <i>Joe C.W. Au & Winnie W. M. Yu</i>	499
Part 10	Change for the Better -- Services & Education	505
10.1	Hospitality service quality and the role of performance appraisal <i>Catherine Cheung & Rob Law</i>	505
10.2	A Learning Team Approach for Service Organisations to Achieve TQM and Win Over Competition <i>Mike Fung</i>	510
10.3	Managing for Total Quality of Logistics Services - A Case Study <i>Patrick Fung & Alfred Wong</i>	515
10.4	Online Documentation - a Panacea for Effective Quality System <i>Phil Gaffney & Yuk-Kau Chan</i>	521
10.5	Recent Fiscal Policy in UK Higher Education: The Relationship between Quality, Quantity and Efficiency <i>Deb Ghosh & Timothy Rodgers</i>	529
10.6	Development of Standard Software Quality System Documents, MaRMI-Q <i>Ja-Kyong Koo & Yu-Whoan Ahn</i>	535
10.7	From Quality Control to Technical Trading <i>Kin Lam & Hon-Chuen Yam</i>	541
10.8	The Experience of Implementing ISO 9000 in a Small University Workshop <i>Tat Y. Lee</i>	548
10.9	Quality System for Vocational Education in Hong Kong <i>Joseph M.W. Leung</i>	554
10.10	Technology-Supported Change in the Australian Banking Industry <i>Beverley Lloyd-Walker & Y.P. Cheung</i>	560
10.11	Development of Performance Indicator for Quality Education <i>W.T. Lui</i>	567

10.12	An Approach to Design of Services <i>Zoran R. Pendich</i>	574
10.13	The Competing Values Model of Organisational Effectiveness: Its Potential in a Higher Education Context <i>James S. Pounder</i>	580
10.14	Quality Management of Laboratory Support Services in Tertiary Institutions <i>Vincent Y. F. Siu, Newman M. T. Lau & Albert C. Cheung</i>	586
<u>10.15</u>	Competing for Quality in the Audit Society <i>Gerald Vinten</i>	593
10.16	Industrial Deregulation: Strong Propellant for Quality Improvement -- the case of British Telecom <i>Xu Yan</i>	601
Part 11	Change for the Better -- Public & Health	607
11.1	Assessment of Quality Management Practice in the Republic of Kyrgyzstan <i>Satya P. Chattopadhyay</i>	607
11.2	Total Quality Through Continuous Improvement in Hospitals <i>Clare F.P. Chow-Chua & Mark Goh</i>	613
11.3	Continuous Improvement in Public Services -- A Way Forward <i>Adrienne Curry</i>	621
<u>11.4</u>	Measurement in the Service Environment -- Use or Abuse <i>John F. Dalrymple</i>	629
<u>11.5</u>	Making the Difference: Quality Management in the Public Sector <i>Mike Donnelly</i>	635
11.6	Quality Assurance in the Social Sector <i>Tord HŠversjŠ</i>	641
<u>11.7</u>	The Role of Government in the Development of Quality <i>Francis Ho</i>	646
<u>11.8</u>	Social Welfare Services: Change for the better via ISO 9000 and TQM <i>(Panel Discussion led by Andrew Leung)</i>	650
Index of Contributors		651

WELCOME SPEECH

May I welcome you to the Hong Kong Baptist University and to the University Conference Centre. HKBU aspires to be an institution of higher learning which is best known for its teaching excellence and high quality research. We place equal emphasis on teaching and research because we believe that the two are inseparable and mutually supporting. Our commitment to research is based on the belief that the creation of knowledge through research is a mission of paramount importance to the institution. Faculty members actively conducting research on a regular basis will also set an example to their students, and help them develop into seekers of truth and knowledge with life-long learning skills and habits.

I am particularly pleased to have the opportunity to welcome you to this important international conference on ISO 9000 and TQM. Over the next three days, we shall be privileged to welcome to HKBU over 100 eminent speakers from 20 industrialised nations world-wide, from Canada to China, Singapore to Sweden, and UK to USA.

You will be sharing your research output and experience on a range of quality management issues which will be particularly important to the success of businesses world-wide in the new millennium. The first objective of this international conference is therefore to provide a forum for identifying the contemporary development in the theories and practices of total quality management, and for the sharing of experiences. The second is to consider the impact of ISO 9000 implementation on TQM. In view of the change of sovereignty of Hong Kong and the recent global economy recovery from the Asian financial turmoil, the focus of our conference this year will be on "Change for the Better".

As the President of a university which is strongly committed through its mission statement to sustaining high quality education and professional development, and to working closely with business and industry to ensure a strong vocational direction to our courses, I can strongly empathise with the aims of the conference. I am therefore especially pleased it is being organised this year by HKBU, and I am sure your contributions will ensure it will be a great success.

In particular, I would like to thank Mr. Andrew Leung (Director, HKSAR Government Social Welfare Department), for his thoughtful initiative to lead a Panel Discussion on "*TQM and Social Services*".

I thank my colleagues from the School of Business for organising the conference, and it is therefore perhaps particularly appropriate that the first keynote speech is to be given by the Chairman of the 3rd International Conference on ISO 9000 and TQM. Dr. Sam Ho's speech is entitled "Change for the Better via ISO 9000 and TQM". May I invite Dr. Ho to make the initial contribution to the 1998 conference.

Dr. Daniel Tse
President
Hong Kong Baptist University
14 April 1998

INDEX OF CONTRIBUTORS

Ahmed P.K.	284
Ahmed S.M.	450
Ahn Y.W.	535
Anderson M.C.	290
Bal D.J.	97
Bao W.	296
Baxter L.F.	302
Benabdelhafid A.	150
Beskese A.	1
Bojic D.	222
Brown A.	410
Bustard D.W.	111
Cebeci U.	1
Chan A.	462
Chan A.P.C.	457
Chan C.K.	156, 180
Chan E.H.W.	462
Chan J.Y.Y.	272
Chan K.	370
Chan K.C.C.	53, 78
Chan R.H.	62
Chan Y.K.	416, 521
Chan Y.Y.	370
Chapman R.L.	469
Chattopadhyay S.P.	607
Cheung A.C.	586
Cheung C.	505
Cheung G.K.S.	477
Cheung G.S.Y.	308
Cheung Y.P.	97, 560
Chiu R.K.	376
Chong C.L.	421
Chong S.P.Y.	483
Chow-Chua C.F.P.	613
Cicmil S.	314
Cirovic G.S.	491
Collins L.K.	105
Costagli C.	215
Curry A.	621
Dalrymple J.F.	629
Dean A.	267
Donnelly M.	635

Fan L.C.N.	457
Fernández-González F.	337
Fung C.K.H.	477
Fung M.	510
Fung P.	515
Gaffney P.	521
Gapp R.P.	232
Garvin J.S.	162
Ghosh D.	529
Goh M.	613
Grint K.	321
Haldin-Herrgard T.M.	358
Hammersley G.	239
Han F.R.	382
Hassel L.G.	66
He Z.L.	111
Hill F.	105
Ho F.	646
Ho S.K.M.	7, 130
HŠversjš T.	641
Iaquinto A.L.	427
Jamal T.	15
Jo C.W.	499
Karaszewski r.	72
Kondepudi R.	469
Kondo Y.	168
Koo H.	89
Koo J.K.	535
Koo L.C.	89
Kota S.N.	97
Krasachol L.	22
Lam K.	541
Laszlo G.	28
Lau N.M.T.	586
Lau W.S.	174
Law R.	505
Lee P.M.	196
Lee S.F.	174, 386
Lee T.Y.	548
Lee Y.S.	398
Leung A.	650
Leung H.K.N.	78
Leung J.	117
Leung J.M.W.	554
Leung P.K.	180

Leung R.	386
Leung T.W.	180
Li K.T.	450
Li W.X.	144
Lidsle J.	66
Lim B.C.	196
Lisiecka K.	35
Lloyd-Walker B.	560
Lo	330
López-Fresno P.	337
Lui W.T.	567
Lukovic O.P.	491
MacLeod A.M.	302
McAdam R.	123
Meegan S.T.	41
Mitchell N.	123
Moy J.	251
Ng H.	84
Ng L.	180
Ng S.C.C.	130
Ng W.W.L.	184
Noronha C.	435
Pang J.	117
Pendich Z.R.	574
Peter T. Mansour	245
Peters J.	341
Pilcher T.	191
Pinnington A.	239
Poon C.	78
Pounder J.S.	580
Pu X.L.	156
Quazi H.	196
Rahman S.	203
Reavill L.R.P.	47
Rhoades D.L.	346
Roberts P.	174
Rodgers T.	529
Saram D.D.D.	450
Sasaki S.	251
Schalick J.A.	351
Silva M.d.	441
Siu N.W.C.	483
Siu V.Y.F.	586
Slimák I.	278
Sloan T.R.	469
Sun J.	208

Sung E.	446
Tam A.Y.K.	138
Tan P.K.L.	215
Tan P.L.	215
Tannock J.D.T.	22
Tao F.K.C.	89
Teixeira A.F.	260
Terziovski M.	267
Tjosvold D.	251
Treudt E.	346
Tsang A.H.C.	184
Velasevic D.	222
Vinten G.	593
Waguespack B.	346
Wong A.	515
Wong B.K.	144
Wong H.	156
Wong K.S.	370
Wong L.H.	398
Xie A.L.	393
Xydias M.	226
Yam H.C.	541
Yam R.C.M.	138
Yan X.	601
Yeung K.W.	398
Ying Y.C.	53
Yip D.Y.K.	272, 370
Yu A.T.W.	457
Yu W.W.M.	499
Zairi M.	284
Zgodavová K.	278
Zhang G.X.	208, 404
Zhang Y.L.	364
Zhang Y.M.	296