Change Management

Proceedings of the 7th International Conference on ISO 9000 & TQM 7-ICIT

Jointly edited by:

Samuel K.M. Ho
PhD, FIQA, Lead Auditor (ISO 9000), EQA Assessor, Asso. Prof., School of Business, HKBU, Prof. of Strategic & Quality Management, IMC, UK, Visiting Prof. of Quality Mangt., Paisley & RMIT Uni Asian-Pacific Editor, Managing Service Quality
Email: samho@hkbu.edu.hk
URL: http://www.hkbu.edu.hk/~samho/icit.htm

John Dalrymple
Computing Devices Professor of Quality, Director, Centre for Mgt. Quality Research, RMIT University, Melbourne, Australia.
email: john.dalrymple@rmit.edu.au
URL: http://www.cmqr.rmit.edu.au/7icit.html

ISBN 962-86107-6-7
Hong Kong Book Registration Office Cataloguing in Publication Data.

© 2002 HKBU, RMIT & Authors
7-ICIT is supported by:

- Bristol Business School, Uni. of the West of England, UK
- Centre for Advanced Studies in Management, USA
- Chartered Institute of Public Finance and Accountancy, UK
- European Centre for TQM, University of Bradford, UK
- Faculty of Business, National University of Singapore
- Graduate School of Business Admin., Asahi University, Japan
- Hong Kong 5-S Association
- Quality Assurance Services, Australia
- Faculty of Business, RMIT University
- International Management Centres, UK MCB University
- Kyoto University, Japan
- Department of Management, Uni. of Melbourne, Australia
- MCB Uni. Press (Quality Management Journals), UK
- School of Management, RMIT University, Australia
- Royal Society for the Promotion of Health, UK
- Said School of Business, Oxford University, UK
- School of Business, Monash University, Australia
- School of Economics & Management, Vaxjo Uni., Sweden
- School of Management, Edith Cowan University, Australia

And the Editors of following 17 International Refereed Journals:-

- Asian Pacific Journal of Management
- Business Process Management Journal
- European Journal of Innovation Management
- International Journal of Benchmarking & Technology Management
- International Journal of Conflict Management
- International Journal of Health Manpower Management
- International Journal of Organizational Analysis
- Journal of Entrepreneurial Behaviour Research
- Journal of Strategic Change
- Logistic Information Management Journal
- Management Decision Journal
- Managerial Auditing Journal
- Managing Service Quality Journal
- Quality Focus Journal
- The Learning Organisation Journal
- TQM Magazine
- Workplace Learning Journal
7-ICIT

7th International Conference on ISO 9000 and TQM
2-4 April 2002

PREFACE

Welcome to the 7th International Conference on ISO 9000 and TQM organised by the Centre for Management Quality Research, RMIT University. The 1st & 2nd ICIT, inaugurated in the UK in April 96 and 97, was very well received. The 3rd and 4th ICIT, hosted by the Hong Kong Baptist University in April 98 and 99, have attracted 104 and 130 high quality papers from 20 countries respectively. The 5th and 6th ICIT have recorded similar successes at the National University of Singapore and Paisley Business School in April 2000 and 2001 respectively. In the past, over 40% of the papers have been published in refereed journals as a result. Riding on this success, the 7-ICIT will be using "Change Management" as a theme for the further development of ISO 9000 and TQM into the new millennium.

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 400,000 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 7-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 7-ICIT is represented by delegates from 29 countries. The statistics of the number of papers presented is summarised in the following table.
<table>
<thead>
<tr>
<th>Country</th>
<th>No. of Papers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Australia</td>
<td>56</td>
</tr>
<tr>
<td>UK</td>
<td>29</td>
</tr>
<tr>
<td>China – HKSAR</td>
<td>12</td>
</tr>
<tr>
<td>Malaysia</td>
<td>7</td>
</tr>
<tr>
<td>USA</td>
<td>7</td>
</tr>
<tr>
<td>Singapore</td>
<td>6</td>
</tr>
<tr>
<td>Brazil</td>
<td>5</td>
</tr>
<tr>
<td>New Zealand</td>
<td>5</td>
</tr>
<tr>
<td>India</td>
<td>4</td>
</tr>
<tr>
<td>Canada</td>
<td>3</td>
</tr>
<tr>
<td>China – Mainland</td>
<td>3</td>
</tr>
<tr>
<td>Germany</td>
<td>3</td>
</tr>
<tr>
<td>Spain</td>
<td>3</td>
</tr>
<tr>
<td>Sweden</td>
<td>3</td>
</tr>
<tr>
<td>Denmark</td>
<td>2</td>
</tr>
<tr>
<td>Finland</td>
<td>2</td>
</tr>
<tr>
<td><strong>TOTAL:</strong></td>
<td><strong>28 countries</strong></td>
</tr>
<tr>
<td></td>
<td><strong>166</strong>*</td>
</tr>
</tbody>
</table>

* plus 2 presenters without papers in the proceedings

The 166 papers of the 7-ICIT have been categorised according to different areas of activities in the development of ISO 9000 and TQM. They are:

1. TQM and Change Management (13)
2. ISO 9000:2000 (17)
3. ISO 14000, OHSAS 18001, etc. (10)
4. Business Process Reengineering & Quality Function Deployment (14)
5. Quality Tools & Techniques (19)
6. Leadership and Organisational Development (17)
7. Total Quality Learning and Knowledge Management (18)
8. Business Excellence and Quality Awards (11)
9. Business Excellence in Manufacturing & Construction (10)
10. Business Excellence in Services (13)
11. Business Excellence in Health Sector (11)
12. Business Excellence in Education & Public (15)

( ) figures are number of papers
We are privileged to have the following 17 prominent keynote speakers presenting their expertise opinions on specific issues of ISO 9000 and TQM:

- Prof. Yoji Akao  (Founder of QFD, Graduate School of Business Admin., Asahi Uni., Japan)
- Prof. Alan Brown  (Acting Executive Dean, Faculty of Business and Public Management, Edith Cowan University)
- Dr. Chee-Leong Chong  (Director, PSB Centre for Best Practices, National Uni. of Singapore)
- Ms. Svetlana Cicmil  (Senior Lecturer in Operations Mgt., Uni. of the West of England, UK)
- Mr. Martin Corroll  (Academic Audit Officer, Australian Universities Quality Agency)
- Prof. Rick Edgeman  (Professor, University of Colorado, USA.)
- Prof. John Dalrymple  (Computing Devices Professor & Director, Centre for Management Quality Research, RMIT Uni., Australia)
- Prof. Douglas Hensler  (Deming Prof. in Management, Uni. of Colarado at Boulder, USA)
- Prof. Yoshio Kondo  (Professor Emeritus, Kyoto Uni. & 1971 Deming Prize Winner, Japan)
- Mr. George Laszlo  (Director, Management and Conference Secretary, Quality Management Division, ASQ)
- Dr. John McHale  (Managing Editor, MCB University Press, UK)
- Dr. Afzal Rahim  (Center for Advanced Studies in Mgt., USA & Editor, Organizational Analysis)
- Prof. Amrik Sohal  (Faculty of Business, Monash University, Australia)
- Prof. Mahamad Zairi  (Director, European TQM Centre, University of Bradford, UK)
- Dr. Mile Terziovski  (Faculty of Comm. & Director, Euro-Australian Centre for Innovation Management, Melbourne Uni.)
- Prof. Alastair Walker  (CEO, Software Process Improvement Lab., Gauteng)
- Prof. Neng-Quan Wu  (Professor, School of Management, Sun Yat-sen University, China)

We would also like to thank the Technical Committee members who have helped us so readily to review the abstracts and/or edit some of the papers. We are indebted to the (managing) editors of the 17 supporting journals who come to this conference because they trust there are good quality papers for their journal publications. Last but not the least, we would also like to thank all our presenters and delegates contributing to the successful experience of the 7-ICIT. A sincere welcome to you all and we wish you an enjoyable and fruitful sharing experience at the Storey Hall, RMIT University!

*Sam Ho & John Dalrymple  
Co-Chair, 7-ICIT  (on behalf of the Organising Committee)*
**CONTENTS**

**SUPPORTING ORGANISATIONS & EDITORS**

**PREFACE**  
*(Sam Ho & John Darlymple, Co-Chair, 7-ICIT)*

[Underlined Paper Numbers below are Keynote Speeches]

<table>
<thead>
<tr>
<th>No.</th>
<th>Title &amp; Authors</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Part 1:</strong></td>
<td><strong>TQM and Change Management</strong></td>
<td></td>
</tr>
</tbody>
</table>
| 1.1 | Understanding the Difficulties of Implementing Quality Management in Yemen  
Barbara Savage, S E J Hoddell & Yasser Al-Zaman | 1 |
| 1.2 | Quality Then and Now  
Alan Brown | 8 |
| 1.3 | Change management: some implications of the time dimension and relational dynamics  
Svetlana Cicmil | 15 |
| 1.4 | Management (and Change) Is Simple, Just Not Easy  
Douglas Hensler, Rick L. Edgeman & Glenn H. Mazur | 24 |
| 1.5 | Change Management as it applies to the implementation of ISO and TQM  
George Laszlo | 30 |
| 1.6 | TQM and Change Management via 5-S  
Sam K.M. Ho | 36 |
| 1.7 | How to start TQM in Thai SMEs  
Ladawan Krasachol, Montalee Sasananan, S. Ruengpermpool & D. Raksakul | 43 |
| 1.8 | How do companies keep up interest in quality?  
Boje Larsen | 49 |
| 1.9 | Managing Change after ERP  
Ian Martin & Yen Cheung | 56 |
| 1.10 | An Integrated Management Model  
Vânia Sant’Anna Santos | 63 |
| 1.11 | Theory of Profound Knowledge: Deming’s Win-Win Legacy of Change  
Victor Selman & Jerry Selman | 70 |
| 1.12 | From TQM Evolution to Revolution: The Case of China  
Nengquan Wu & Dongfeng Chen | 78 |
| 1.13 | TQM in Big Brazilian Companies: a study of organisational changes  
Mônica de Fatima Bianco | 87 |
| **Part 2:** | **ISO 9000:2000** | 94 |
| 2.1 | Upgrading to ISO 9000:2000 to increase business profitability  
Bill Revill | 94 |
2.2 Managing The Herculean Task of Getting ISO9001:2000 Certification- Insiders’ Accounts
   Fatimah Hashim, Halimah Awang & Radiah Abdul Kader

2.3 Using Customer Surveys to Meet ISO 9001:2000 Requirements
   Claudette Cayer & Leo Garlock

2.4 How IMS Can Achieve ISO 9001: 2000 Certification
   Y.K. Chan, Jacob Kam, K. Neailey & W.H. Ip

2.5 Where next for ISO 9000 Companies?
   Alexander Douglas & Shirley Coleman

2.6 The Feasible of Applying the ISO 9001:2000 Approach to Service Excellence and
   Quality Control in the Hotel Industry
   John Sutton

2.7 A Systems Implementation of TQM and ISO 9000 - a Taiwanese Manufacturing
   Company Case
   Chun-Shan Leong & Charles Liang

2.8 From ISO 9000 to Change Management
   Liselott Lycke

2.9 Quality Management on a Military Organization: a case of ISO 9000 certification
   Marcio Cardoso Machado & José Grimovaldo Lúpoli Junior

2.10 Using ISO 9000 to drive continuous improvement in a SME
   Ann Mulhaney, James Sheehan & Jacqueline Hughes

2.11 Sustaining Quality and Cooperation in Interorganizational Networks: The Potential
   Role of ISO 9000 in the Bluetooth Consortium
   John Rice & Arthur Preston

2.12 Comparative Study on the Performance Between Companies Applying and Not
   Applying the ISO 9000: Case Study on the Telecom Services Firms in Indonesia
   Yati Rohayati

2.13 A Comparison of ISO 9000 in Thailand and Australia
   Alan Smith, Ladawan Krasachol & Panya Chalongphoksilchai

2.14 ISO 9000, Service Quality and Rework in Design Firms
   Amrik Sohal & Peter E.D Love

2.15 Knowledge Management as a precedent element to implement ISO 9000 program
   Clovis E. Hegedus & Edval da Silva Tavares

2.16 ISO 9000 Theory and Practice: Documenting a Quality System in a Water Facility in
   the Waikato Region of New Zealand
   Siham El-Kafafi & Frank Scrimgeour

---

3.1 Using the SQF 2000CM Quality Food Code To Improvement Enterprise Effectiveness
   Peter Bryar

3.2 Implementation of QS-9000 Quality System – A Systematic Approach
   Gavin Chau, S.F Chan, W. H. Ip & Y.K. Chan

   Quality Management System (IQMS ) -A Case Study
   N. Ravi Chandran & M.Raja Chidambaram

3.4 Implementation of an Environment Management System - A Case Study
   Meena Chavan

---

Part 3: **ISO 14000, OHSAS 18001, etc.**

3.1 Using the SQF 2000CM Quality Food Code To Improvement Enterprise Effectiveness
   Peter Bryar

3.2 Implementation of QS-9000 Quality System – A Systematic Approach
   Gavin Chau, S.F Chan, W. H. Ip & Y.K. Chan

   Quality Management System (IQMS ) -A Case Study
   N. Ravi Chandran & M.Raja Chidambaram

3.4 Implementation of an Environment Management System - A Case Study
   Meena Chavan

---

201
<table>
<thead>
<tr>
<th>Section</th>
<th>Title</th>
<th>Author(s)</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.7</td>
<td>Green Globe – Beyond ISO 14000 For The Tourism Sector</td>
<td>Stan Rodgers</td>
<td>247</td>
</tr>
<tr>
<td>3.8</td>
<td>Experiences of Australiasian Managers and Practitioners with ISO 14001</td>
<td>Amrik Sohal</td>
<td>254</td>
</tr>
<tr>
<td>3.9</td>
<td>ISO 14000 Implementation for Firms in Newly Industrialized Countries</td>
<td>Lee Peng Tan</td>
<td>260</td>
</tr>
<tr>
<td>3.10</td>
<td>Total Safety Management for Aircraft Maintenance using TQM Approach</td>
<td>Derrick Tang</td>
<td>265</td>
</tr>
</tbody>
</table>

**Part 4:** *Business Process Reengineering & Quality Function Deployment*  
275

<table>
<thead>
<tr>
<th>Section</th>
<th>Title</th>
<th>Author(s)</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.1</td>
<td>Reengineer the Process of Knowledge management in ISO Certified Organizations</td>
<td>Joseph W. Ching</td>
<td>275</td>
</tr>
<tr>
<td>4.2</td>
<td>Redesigning of Product and Service Delivery Processes in BPR: An Integrated Approach</td>
<td>Premaratne Samaranayake</td>
<td>282</td>
</tr>
<tr>
<td>4.3</td>
<td>QFD and Knowledge Management</td>
<td>Yoji Akao</td>
<td>288</td>
</tr>
<tr>
<td>4.4</td>
<td>Process and Product Improvement through Quality Management across Supply Chain</td>
<td>Fadth S. Aldohish</td>
<td>301</td>
</tr>
<tr>
<td>4.5</td>
<td>Quality Function Deployment and Interpretive Structural Modeling for Development of a Total Quality Education Framework for India</td>
<td>D.K. Banwet, Sangeeta Sahney &amp; S. Karunes</td>
<td>309</td>
</tr>
<tr>
<td>4.6</td>
<td>Development of a Hybrid Quality Function Deployment (QFD) Framework</td>
<td>K.S. Chin &amp; Joyce Tsai Yau Ching</td>
<td>315</td>
</tr>
<tr>
<td>4.7</td>
<td>Starting the Re-Engineering Process</td>
<td>Maxwell Allen Newbold &amp; David Bruce</td>
<td>322</td>
</tr>
<tr>
<td>4.8</td>
<td>Integrating Web Site Design Features for one-on-one marketing: A QFD framework</td>
<td>John Hamilton &amp; Willem Selen</td>
<td>331</td>
</tr>
<tr>
<td>4.9</td>
<td>The Development of e-Risk Function Deployment</td>
<td>Declan Wainwright &amp; David Herbert</td>
<td>340</td>
</tr>
<tr>
<td>4.10</td>
<td>Quality Management and E-business: the role of codes of conduct governing the use of technology</td>
<td>Jennifer Iles &amp; Mike Heay</td>
<td>347</td>
</tr>
<tr>
<td>4.13</td>
<td>Using SERVQUAL as an initial tool for the implementation of QFD for small tour operators</td>
<td>Robin Smith, Don Barne &amp; Claire Liu</td>
<td>365</td>
</tr>
</tbody>
</table>
4.14 Long-term process re-engineering: A case study from software engineering research management  
   Alastair Walker

Part 5: Quality Tools & Techniques 379

5.1 Quality Methods in Australian Small and Medium Sized Enterprises: A research framework  
   Stuart Husband & Stuart Palmer 379

5.2 TQM in networks – some findings from a case study in a R&D network  
   Mikko Repka & Tauno Kekäle 386

5.3 TPM and Effective Plant Utilisation  
   Tom Bagot & Bob Hunt 394

5.4 SPCD & MSPCD – Newly Developed Methodologies for Stringent Quality Control  
   Y. K. Chan & Zhang Gongxu 402

5.5 Non-Linearity & Temporal Considerations In Service Quality  
   Chee-Leong Chong 407

5.6 NLP Analysis of 5-S and Kaizen to promote HPT  
   S. Ashok 415

5.7 BEST Deployment: Desperately Seeking an Integrative Solution for Critical Times  
   Rick Edgeman & Glenn H. Mazur 425

5.8 'Can Internal Audit become the 8th 'new tool'?  
   Robert J. Everett, G. Netherwood & J. Barresi 432

5.9 Balancing Quality: The Role of the Balanced Scorecard  
   Bruce Gurd 438

5.10 Value Mapping – Integrating Continuous Improvement and Performance Measurement  
   Andrew Jack & Kris Waring 445

5.11 Integration of Technology and Marketing Management  
   Raymond Jordan 452

5.12 In Search of Methodology Underlying Quality Management Models  
   Stanislav Karapetrovic & Jan Jonker 455

5.13 Making Hidden Costs of Quality more Visible  
   Suresh Kumar, Mokthar Abdullah & Karuthan Chinna 461

5.14 Quality Prescribing In Primary Care - Is Manual Prescribing A Case Of Negligence?  
   N. T. Shaw 472

5.15 Plan Do Study Act approach to Refreshment Services  
   Massimo Sargiacomo 479

5.16 Using Designed Experiments in HRM: determining achievable working standards for a re-designed data-input process.  
   Matt Linsley, Dave Stewardson, Brian Alexander & Denise Hebron 485

5.17 Shifts in service quality dimensions in the information age  
   Kay Chuan Tan, Yanni Li & Min Xie 492

5.18 Building of An Integrated QMC Architecture  
   Jianguo Wang, Liu Guilan, Gao Yong Wei, Ran Shu Ying 499

5.19 Measuring Process Capability Indices and Taguchi’s Loss in Six-sigma Quality: A Simulation Study  
   Bee-Wah Yap, Karuthan Chinna, Suresh Kumar & Mokthar Abdullah 504
<table>
<thead>
<tr>
<th>Part 6: Leadership and Organisational Development</th>
<th>513</th>
</tr>
</thead>
<tbody>
<tr>
<td>6.1 Measuring Sustainable Development using Process Models</td>
<td>513</td>
</tr>
<tr>
<td>6.2 Leadership 2000: How women do it</td>
<td>519</td>
</tr>
<tr>
<td>6.3 A structural equation model of culture and TQM</td>
<td>525</td>
</tr>
<tr>
<td>6.4 Quality and Morality: Towards a Virtuous Organisation</td>
<td>531</td>
</tr>
<tr>
<td>6.5 Quality Management Assistance Programmes For SME’s-- Evaluating The Longer Term Impact On Scottish Participants And Companies</td>
<td>541</td>
</tr>
<tr>
<td>6.6 Performance Measures for Inter-organisational Partnerships</td>
<td>547</td>
</tr>
<tr>
<td>6.7 Third Generation Quality Management, The role of stakeholders in integrating business into society</td>
<td>553</td>
</tr>
<tr>
<td>6.8 An Investigation of Cooperation, Competition, and Leadership Style</td>
<td>560</td>
</tr>
<tr>
<td>6.9 Building a Quality Environment: Improving performance through understanding the individual concepts of attachment style within a system wide context</td>
<td>567</td>
</tr>
<tr>
<td>6.10 A comparative study of values underpinning quality practice in Australia and the UK</td>
<td>574</td>
</tr>
<tr>
<td>6.11 Entrepreneurship and Quality Management – An Irish Exploratory Study</td>
<td>582</td>
</tr>
<tr>
<td>6.12 Leadership styles for QA and TQM</td>
<td>588</td>
</tr>
<tr>
<td>6.13 The Line-up of Leadership</td>
<td>594</td>
</tr>
<tr>
<td>6.14 A Framework Linking Organizational Capabilities, Learning Processes and Quality Management</td>
<td>600</td>
</tr>
<tr>
<td>6.15 Relationships of Emotional Intelligence to Effectiveness of Leadership Role</td>
<td>607</td>
</tr>
<tr>
<td>6.16 The Role and Importance of Motivation in TQM Success</td>
<td>615</td>
</tr>
<tr>
<td>6.17 Developing Organisation Capability and Educational Leadership through Communities of Practice</td>
<td>623</td>
</tr>
<tr>
<td>Part 7: Total Quality Learning &amp; Knowledge Management</td>
<td>631</td>
</tr>
<tr>
<td>7.1 Employing Transformation Leadership to Enhance the Quality of Instruction</td>
<td>631</td>
</tr>
<tr>
<td>7.2 The Learning Organisation: An Empirical Study in the Kuwaiti context</td>
<td>638</td>
</tr>
<tr>
<td>7.3 The Scope of Human Resource Development in HKSAR: Compliance Driven or Knowledge Based?</td>
<td>647</td>
</tr>
</tbody>
</table>
7.4 Knowledge management developments as insights for quality management
   Rolf Blumentritt

7.5 The Role of Action Learning in Management Science Courses: Reconciling hard and
   soft skill sets in content and process
   Chris Booth

7.6 Training in quality: some observations from a study of middle managers
   Douglas Davis

7.7 An Investigation of the Influence of Psychosocial Development on the Acceptance
   and Use of the System of Profound Knowledge as a Managerial Style
   Rodney Gapp & Karen Gapp

7.8 The Relationship between Knowledge Management and Innovation Performance: A
   Qualitative Analysis
   Marianne Gloet & Milé Terziovski

7.9 Experimental Design: The appropriation and formalisation of tacit knowledge
   Nigel Grigg & Ian Graham

7.10 The Personal Variables Affecting Quality of Decision Making and the Empirical
    Analysis of Manager’s Decisions
    Mushin Halis, Ihsan Yuksel & Mustafa Kurt

7.11 Knowledge Management - from the Learning Organisation to a Learning Culture –
    Organisations and Universities in Mutual Change
    Sandra Jones

7.12 The inter-relationship of technology and cultural factors in Knowledge Management:
    An empirical analysis
    Rodney McAdam, Sandra Moffett, Stephen Parkinson

7.13 Change management in a learning organization: The University of Malaya
    experience
    Nik Azis Nik Pa & Hairudin Harun

7.14 Knowledge Management in the Organic Era
    Agrawal Rakesh & Hilal Hurriyet

7.15 Beyond the Fads: What Can we Learn From Deming’s Profound Knowledge and Our
    Research Over the Past Ten Years
    Milé Terziovski

7.16 Organisational Structure in the Knowledge Economy
    Catherine L. Wang & Pervaiz K Ahmed

7.17 Mobile Subscriber Churn in Taiwan: A Process of Knowledge Discovery
    Li-Shang Yang, Arthur Preston, John Rice, Frank H. Feng & Zoe H. Chen

Part 8: Business Excellence and Quality Awards

8.1 Customer Satisfaction: The Driving Force for Winning EFQM Business Excellence
    Award
    A.H. Ahmed & Mohamed Zairi

8.2 Sustainable Excellence through TQM Maturity: An Empirical Study and a Proposed
    Model
    Abdulla Alnofal & Mohamed Zairi

8.3 Assesses Quality Management Systems with Positioning Theory
    Lionel Boxer

8.4 Achieving Performance Excellence in Physical Asset Management
    Dora Y. Y. Chong & Albert H.C. Tsang
8.5 Australian SME Growth: A Role for Business Profile Benchmarking?  
John Dalrymple

8.6 Stakeholder Excellence? Framing the evolution and complexity of a stakeholder perspective of the firm  
David Foster & Jan Jonker

8.7 A Hard Look at European SMEs  
Tony Kennedy & Terry Pitcher

8.8 Accelerating Business Excellence implementation through inter-organisational cooperation  
Robin Mann & Bronwen Bartley

8.9 One National Model for Business Excellence  
V.D. Majstorović & N. Nešić

8.10 Awareness of Quality Management Practices in Kyrgyz Republic  
Satya P. Chattopadhyay

8.11 National Quality Awards of four ‘Confucian Nations’: Japan, Singapore, South Korea and Taiwan  
Kay-Chua Tan & Hsien Hui Khoo

Part 9: Business Excellence in Manufacturing & Construction 841

9.1 Innovative Quality Management in Construction Using Project Alliancing  
Derrick Walker & Michael Keniger

9.2 “Principal Component Analysis versus Engg. Judgement” – a comparative evaluation in the context of multi-criteria quality conflict resolution  
John Garvin & Christine Simms

9.3 Defects and Quality Control in the Housing Industry: Implications for Management and Regulatory Control  
Jim Georgiou, Peter Love & Jim Smith

9.4 Quality Improvement through Builder Registration in Victoria  
Jim Smith, Peter Love & Jim Georgiou

9.5 Quality Management in Industrial Research and Development  
Peter J. Harvey & John F. Dalrymple

9.6 TQM Practices in Indian Automobile Sector at Cross Road: A Survey  
Vinod Khanna, Prem Vrat & B. S. Sahay

9.7 Global Competitiveness within Small & Medium Manufacturing Enterprises in Mauritius  
Bhussun Ramsurrun & John F. Dalrymple

9.8 Future challenges in developing total quality based models for construction processes  
Taina Savolainen & Rauno Heikkilä

9.9 Influence of Organisational Learning and Quality Management Practices on Rework in Construction Projects  
Amrik Sohal & Peter E.D Love

9.10 Strategic Consideration about Quality Management of Shanghai Enterprise based on Economic Globalization  
Xiaofen Tang

Part 10: Business Excellence in Services 913

10.1 Coaching for Quality in Call Centres  
Rhonda Bryar & Bev Lloyd-Walker
10.2 An evaluation of the service quality construct using importance-performance analysis
   Martin O'Neill
   920

10.3 The Quality of the Quality Consultants. An Empirical Study
   Mart Casadesús, M. Viadiu, Frederic, Heras Saizarbitoria, Iñaki
   927

10.4 Tour Operators’ Quality Assurance and Business Excellence
   Barry Mak & Wilco Wai-hung Chan
   935

10.5 A Model for Managing Service Quality to Produce Customer Delight
   Carol Frodey
   941

10.6 Managing for Quality of Trading Services in a Supply Chain Context
   Patrick Fung
   952

10.7 Quality Management Strategies for Improving Customer Call Center Management
   Rodney Gapp & Belinda Ryan-Novicky
   959

10.8 The relationship between TQM practices and organizational performance in service organisations
   M. Hasan & R. M Kerr
   966

10.9 Quality Improvement in healthcare- an approach based on a nursing informatic model for a handheld computer
   Carola Hullin & John Dalrymple
   973

10.10 The Road to Business Excellence in Karaoke Box Business in HKSAR
   Barry Mak & Wilco Wai-hung Chan
   979

10.11 Managing Quality in a global supply chain
   Peter Neergaard
   985

10.12 Assessing Call Centre Quality using the ServQUAL Model
   Warren J.S. Staples & John Dalrymple
   993

10.13 The Links Between Culture, the Customer and Profit within retailing in the UK
   Chris Swaffin-Smith & Carole Martindill
   1001

Part 11: Business Excellence in Health Sector 1008

11.1 A Model for Middle Management – led Quality Improvement Implementation in Health Care
   Cathy Balding
   1008

11.2 Service Quality Practices and Service Quality Outcomes in Dental Care
   Alan Baldwin, Amrik Sohal & Mile Terziovski
   1015

11.3 The Establishment of TQM System for Health Care Industry
   Ching-Chow Yang
   1022

11.4 Implementing Continuous Improvement in Aged Services
   Marian E. Dalrymple & Peter Bryar
   1029

11.5 Two new instruments to assess the views of key stakeholder groups on the quality of delivery of home care services in Scotland
   Mike Donnelly, Colin McLelland & Edward Shiu
   1035

11.6 Dealing With Complexity in Healthcare: Process Mangt. and Clinical Pathways
   Fernando Fernández-González & Dr. Palmira López Fresno
   1042

11.7 The role of training in the delivery of quality within the New NHS
   John Howard & Alan Gillies
   1050

11.8 Changi General Hospital – Evolution of Environmental Management System in a Healthcare Environment
   Fook-Weng Kwan
   1058
11.9 Quality Community Development? A case study of developing a quality
management system for youth services
Rob Nabben
11.10 Square Pegs and Round Holes: Application of ISO 9000 in Healthcare
Mike Thornber, Kambiz Manni & John Scott
11.11 Nurse-Led Collaborative Community-Based Care - Does It Work?
Edwin K.W. Tsang

Part 12: Business Excellence in Education & Public

12.1 The Possible Effects of the Quality of Degrees on Earnings Differentials among UK
Graduates
Deb Ghosh
12.2 Using the Statutory Audit to Support Continuous Improvement in Scottish Local
Authorities
Mik Wisniewski & Derek Stewart
12.3 Developing a Conceptual Model of Effectiveness Measurement in Public Sectors
Maznah Mat & Mokhtar Abdullah
12.4 TQM Implementation in Higher Education: A Benchmarking Perspective using
Secondary Data Sources
Mohamed Zairi & Khalid Bomtai
12.5 TQM Implementation in South African Development Community (SADC): An
Empirical Study on Perception and Understanding of Quality Principles
Josephine Ndaba & Mohamed Zairi
12.6 Masterpieces Aren't Created Using Paint-By-Numbers: Challenges designing
standards-based audit frameworks for higher education
Martin Corroll
12.7 Organizational change in an Australian university: a case study of the
implementation of an Enterprise Resource Planning system
David Gadenne, Marilyn Van Dyke & Vivien Watts
12.8 Management in Education: ISO 9000 as an agent for Empowerment
Henry Grossek
12.9 Quality and the University: stakeholders, boundary judgements and systems
Don Houston
12.10 A Comparison of the Core Values of UK Public Sector Organisations and the
European Business Excellence Model.
Barbara Savage
12.11 Factors that hype and hamper IT in the public service
Francisco Soberira Netto
12.12 Quality Practices in Higher Education Sector: A Malaysian Case Study
Jegatheesan Rajadurai, M. Sadiq Sohail & NorAzlin Abdal Rahman
12.13 Building a Holistic Model for Quality in Higher Education
G. Srikanthan
12.14 Continuous Improvement in Higher Education
Peter Tan
12.15 TQM in Higher Education - lessons learned in Sweden
Raine Isaksson & Hakan Wiklund

1064
1070
1078
1087
1095
1101
1108
1114
1125
1134
1142
1149
1157
1164
1171
1170
1187
1194