

TQM & Corporate Governance

Proceedings of the

11th International Conference on ISO 9000 & TQM **11-ICIT**

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11-ICIT

11th International Conference on ISO 9000 and TQM

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PREFACE

Welcome to the 11th International Conference on ISO 9000 and TQM organised by the **Asia-Pacific Business Excellence Standard (APBEST) Academy**, and the **Hang Seng School of Commerce (HSSC)** in the HKSAR. The history of the ICIT is summarized in the following table:

ICIT	Host (around April every year since 1996)	Hosting Country	Theme	Papers	Delegates	Countries
1	Leicester Business School, De Montfort Uni.	England, UK	Inaugural	45	80	10
2	Luton Business School, Luton University	England, UK	Business Excellence	75	100	12
3	School of Business, HK Baptist University	HKSAR, China	ISO 9000 & TQM	104	160	18
4	School of Business, HK Baptist University	HKSAR, China	TQM & Innovation	130	180	20
5	Productivity Quality Research Centre, NUS	Singapore	Action 2000: Imperatives for Change	119	160	26
6	Paisley Business School, Uni. of Paisley	Scotland, UK	Integrated Management	95	150	21
7	Centre for Mangt. Quality Research, RMIT	Australia	Change Management	160	250	29
8	National Quality Institute, Montreal	Canada	Business Excellence	84	150	24
9	Foundation for TQM Promotion	Thailand	TQM Best Practices	80	280	20
10	Shanghai Academy of Quality Management	Shanghai, China	TQM & 6-sigma for Competitiveness	140	300	26
11	APBEST Academy & Hang Seng School of Commerce	HKSAR	TQM & Corporate Governance	85	150	22

In the past, around 30% of the papers have been published in refereed journals as a result. Riding on this success, the **11-ICIT** uses "**TQM & Corporate Governance**" as a theme for the further development of ISO 9000 and TQM into the new economy.

ISO 9000 series sets out the methods that can be implemented in an organization to assure that the customers' requirements are fully met. Moreover, the organization's requirements will be met both internally and externally and at an optimum cost. This is the result of efficient organization of the resources available, including material, people and technology. By now, over 600,000 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 organization. The TQM philosophy stresses a systematic, integrated, consistent, organization-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 organizations as the way to survive and succeed. **The second objective of the 11-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 organizations and distinguished academics contributing to the research and development of ISO 9000 and TQM. The 11-ICIT is represented by delegates from 25 countries. The statistics of the number of papers presented is shown in the following table.

Country	No. of Papers	Country	No. of Papers
China – HKSAR	23	Portugal	2
UK	8	New Zealand	2
USA	6	Japan	2
Thailand	5	South Africa	2
Malaysia	5	China – Mainland	2
Australia	4	Germany	1
China – Taiwan	3	Poland	2
UEA	3	Greece	1
Sweden	3	Finland	1
Canada	2	Russia	1
Spain	2	China - Macau	1
Ireland	2	Turkey	1
Iran	2		
		22 countries	85

TOTAL:

The 85 papers of the 11-ICIT have been organized according to different areas of activities in the development of ISO 9000 and TQM. They are:

1. TQM for Corporate Governance (9)
2. ISO 9000, ISO 14000, etc. (7)
3. 5-S, 6-Sigma, & Knowledge Management (6)
4. BSC, DoE, QFD, & Quality Tools (9)
5. TQ Learning & Organisational Development (12)
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7. Best Practices in Manufacturing & Construction (6)
8. Best Practices in Service Industry (8)
9. Best Practices in Education Sector (6)
10. Best Practices in Public & Health (4)

() figures are number of papers

We are privileged to have the following 23 prominent keynote speakers presenting their expertise opinions on specific issues of ISO 9000 and TQM:

Australia	<ul style="list-style-type: none"> ◇ Prof. Alan Brown (<i>Head, School of Management, Faculty of Business and Public Management, Edith Cowan University</i>) ◇ Prof. John Dalrymple (<i>Computing Devices Professor & Director, Centre for Management Quality Research, RMIT Uni.</i>)
China	<ul style="list-style-type: none"> ◇ Prof. Neng-Quan Wu (<i>Director of Enterprise Management Research Centre, Zhong Shan University, Guangzhou, China</i>)
Hong Kong SAR	<ul style="list-style-type: none"> ◇ Dr. Yuk-Kao Chan (<i>President, Six Sigma Institute and Chairman, HK Quality Management Association</i>) ◇ Ms. Betty Cheung (<i>Principal Environmental Protection Officer, HKSAR Government</i>) ◇ Mr. Jason Chu (<i>Founder & Chairman, Asia Pacific Customer Service Consortium</i>) ◇ Dr. Hong-Sheung Chui (<i>President, Hang Seng School of Commerce</i>) ◇ Prof. Sam Ho (<i>Dean, Hang Seng School of Commerce and Founder Chair, ICIT, APBEST Academy & HK 5-S Association</i>) ◇ Ms. L.C. Wong (<i>Executive Director, HK Housing Society</i>) ◇ Mr. Shu-Wah Yuen (<i>Managing Director, Manfield Coatings Co. Ltd.</i>) ◇ Dr. Nicolas S.Y. Yeung (<i>CEO, Construction Industry Institute</i>)
Japan	<ul style="list-style-type: none"> ◇ Prof. Yoji Akao (<i>Founder of QFD, Graduate School of Business Admin., Asahi University & Deming Prize Winner</i>) ◇ Dr. Kozo Koura (<i>CEO, Kozo Koura & Associates</i>)
Malaysia	<ul style="list-style-type: none"> ◇ Dr. Mohd Azman Idris (<i>General Manager, Quality Services and SMEs Development Department, SIRIM, Malaysian Government</i>)
New Zealand	<ul style="list-style-type: none"> ◇ Dr. Siham Elkafafi (<i>Lecturer, Manukau Business School, Manukau Institute of Technology</i>)
S. Africa	<ul style="list-style-type: none"> ◇ Dr. Alastair Walker (<i>CEO, Software Process Improvement Lab., Johannesburg</i>)
Sweden	<ul style="list-style-type: none"> ◇ Prof. Mosad Zineldin (<i>Chair of Marketing, School of Management and Economics, Växjö University</i>)
Taiwan	<ul style="list-style-type: none"> ◇ Prof. Ching-Chow Yang (<i>Associate Prof., Department of Industrial Engineering, Chung-Yuan Christian University</i>)
Thailand	<ul style="list-style-type: none"> ◇ Prof. Prasert Suttiprasit, (<i>Professor, STOU School of Engineering Program</i>)
UK	<ul style="list-style-type: none"> ◇ Prof. Mike Donnelly (<i>Founding Dean, Paisley Business School & Principal Adviser to the First Minister of Scotland</i>) ◇ Prof. Mohamad Zairi (<i>Director, European Centre for TQM, Uni. of Bradford & Editor for 5 Int. Journals</i>)
USA	<ul style="list-style-type: none"> ◇ Prof. Douglas Hensler (<i>W. Edwards Deming Professor, Uni. of Colorado</i>) ◇ Prof. Satya Chattopadhyay (<i>Prof. of Marketing, Kanya School of Management, U. of Scranton</i>)

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 16 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 11-ICIT. A sincere welcome to you all and we wish you an enjoyable and fruitful sharing experience at the Hang Seng School of Commerce & Regal Riverside Hotel in Shatin, HKSAR!



Sam Ho,
Chair, 11-ICIT (on behalf of the Organising Committee)

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