

# TQM for National Development

## - the African Way

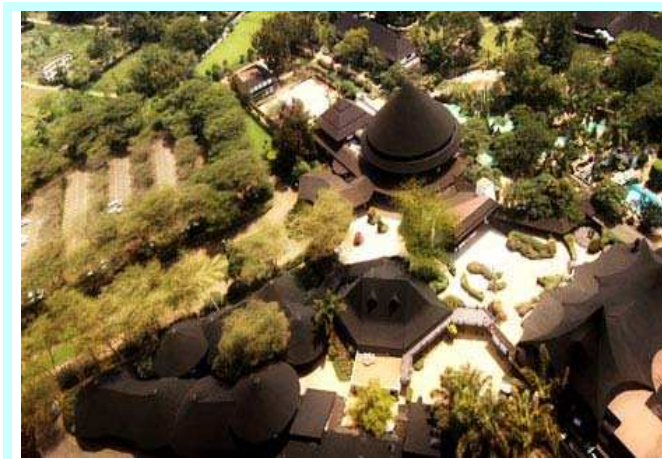
### Proceedings of the

# 19<sup>th</sup> International Conference on ISO & TQM 19-ICIT

7-9 April 2015 at the **Safari Park Hotel, Nairobi, Kenya**

Hosted by: the **Kenya Institute of Management – KIM**

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#### 19-ICIT Co-Chairs:

- **Prof. Sam Ho** – Founder Chair, ICIT, IISO & APBEST Academy
- **Dr. David Muturi** – CEO, Kenya Institute of Management

#### 19-ICIT Co-Hosts:

- **Prof. Peter Mulwa Felix Mbithi** – Vice Chancellor, U. of Nairobi
- **Dr. Hermogene Nsengimana** – Sec. General, African Org. for Stand.
- **Mr. Charles Ongwae** – M.D., Kenya Bureau of Standards
- **Mr. Mr. Richard Langat** – CEO, National Social Security Fund
- **Dr. Alex Douglas** – Editor, the TQM Journal, Emerald, UK

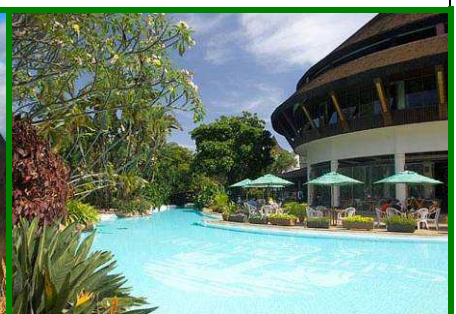
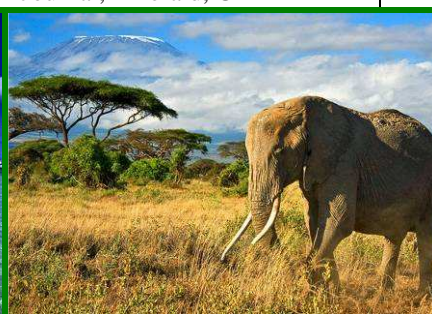
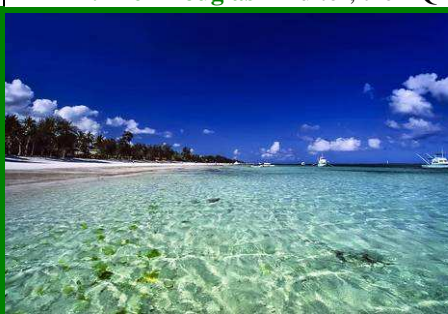
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- ✧ Kenya Bureau of Standards, **Kenya**
- ✧ National Social Security Fund, **Kenya**
- ✧ University of Baraimi, **Oman**
- ✧ University of Nairobi, **Kenya**



## **19-ICIT** Distinguished Keynote Speakers (2)

|   |  |
|---|--|
|  | <p><b>Prof. Peter M.F. Mbithi</b><br/>– <b>Vice Chancellor, University of Nairobi, Kenya</b></p> <p><i>Prof. Mbithi is a Professor of Veterinary Medicine and has been the Deputy Vice-Chancellor since 2005. His landmark achievements at the University of Nairobi include: steering the institution to ISO certification, leading performance contracting, rapid results initiative, strategic planning and the service charter. Prof. Mbithi has been instrumental in tidying up the general physical appearance of the university and upgrading its infrastructure. As the Deputy Vice-Chancellor, he was also in-charge of staff welfare including industrial relations. Prof. Mbithi holds a Bachelor of Veterinary Medicine, Master of Science and Phd from the University of Nairobi and Master of Veterinary Science from the University of Saskatchewan, Canada. He is a prolific researcher, and has attended numerous international conferences, and published widely in his area of veterinary medicine.</i></p>   |
|  | <p><b>Prof. Hesham Magd</b><br/>– <b>Vice Chancellor, University of Buraimi, Oman</b></p> <p><i>Prof. Magd has 18 years of combined experience in traditional and non-traditional university teaching, academic training, community development, academic administration, curricula design, organizational change and development, distinguished research and scholarly writing, resulting in Honors, awards and recognition for academic excellence and outstanding achievement. He is the author and co-author of substantial publication records in published international journals and conference proceedings in the field of TQM, ISO 9000 and Entrepreneurship. In addition, he serves on several international journal editorial boards and helped in developing and launching journal database platform in the Middle East. Hesham has broad knowledge of the UK, USA, Middle East University Systems, Quality and accreditation systems (AACSB, ABET, OAAA, NCAA...), Budget control, faculty development and significant experience of University senior management and a public profile at senior academic level within the sector and also experienced in practical business through his involvement with business ownership, start up and organizational presidency board members and vice president position.</i></p> |

## 19-ICIT **Keynote Addresses (3) by:**

|  |  |
|--|--|
|   | <p><b>Dr. Hermogene Nsengimana</b><br/> <b>– Secretary General, African Organisation for Standardisation (ARSO)</b><br/> <i>Dr. Nsengimana is the Secretary General of the ARSO founded by the Organisation of African Unity (now the African Union) and the UN Economic Commission for Africa in 1977. ARSO aims to improve and promote market access and consumer protection in order to enhance inter-African and global trade. He emphasized that participation in standardisation is a means of influencing technology. However, standards not applicable to Africa should have to be adapted to the local environment.</i></p>                         |
|   | <p><b>Mr. Charles Ongwae</b><br/> <b>– Managing Director, Kenya Bureau of Standards (KEBS)</b><br/> <i>Mr Ongwae has been serving as the Managing Director, Barclays Bank, Uganda since April, 2009. The Mission of the KEBS is to provide standardization solutions for sustainable development through:-</i></p> <ul style="list-style-type: none"> <li>• Promotion of Standardization in commerce and industry</li> <li>• Provision of testing and calibration facilities</li> <li>• Product and system certification</li> <li>• Educational work in standardization and practical application of standard</li> </ul>                                     |
|  | <p><b>Mr. Richard Langat</b><br/> <b>– CEO / Managing Trustee, National Social Security Fund (NSSF)</b><br/> <i>Mr. Langat had been the Finance Manager of NSSF from 2011. He also served in various capacities in the same institution. Mr. Langat has a wealth of experience in financial and strategic management with special emphasis on pension administration having worked in the industry for over 15 years. He is finance professional with a MBA in Strategic Management, Bachelor of Commerce degree (Accounting), a Certified Public Accountant (Kenya) and a member of the Institute of Certified Public Accountants of Kenya (ICPAK).</i></p> |

## 19-ICIT **Co-chairs (2) & Keynote Speakers (5)**

|  |  |  |  |
|--|--|--|--|
|                             | <p><b>Prof. Sam Ho (1.1K + 3.1K)</b><br/> <i>- Founder Chair, ICIT, ISSO, &amp; APBEST Academy<br/>         - Ex-APO Oshikawa Fellow<br/>         - Ex-ADB Quality Expert, SIRIM<br/>         - Ex-Research Fellow at Cambridge U. Business School<br/>         - Speaker at Oxford U. Bus. Sch.<br/>         - Dist. Professor in Business Excellence at SYSU-GZ, China</i></p> |    | <p><b>Dr. David Muturi (2.2K)</b><br/> <i>- CEO of KIM<br/>         - DBA<br/>         - MBA (Entrepreneurship)<br/>         - BA Degree in BS &amp; Econ.<br/>         - Certified Public Accountant of Kenya (CPA-K)<br/>         - Ex-Dean, Faculty of Commerce and Distance Learning, KCA University</i></p> |
|                             |   |   |  |
| <p><b>Dr. Alex Douglas</b><br/> <i>Editor, The TQM Journal, <a href="#">UK</a></i><br/> <b>Paper: 3.2K</b></p> | <p><b>Prof. Leslie Soon-Lim Chan</b><br/> <i>American U. RAK, <a href="#">UAE</a></i><br/> <b>Paper: 5.1K</b></p>  | <p><b>Prof. Stanislav Karapetrovic</b><br/> <i>University of Alberta, <a href="#">Canada</a></i><br/> <b>Paper: 2.1K</b></p> |  |

# 19-ICIT

## 19<sup>th</sup> International Conference on ISO and TQM

7-9 Apr 2015 at the **Safari Park Hotel, Nairobi**,  
hosted by the **Kenya Institute of Management (KIM)**, Kenya

### PREFACE

Welcome to the 19<sup>th</sup> International Conference on ISO and TQM organised by the **KIM** and **APBEST Academy**. The history of the ICIT is summarized in the following table:-

| ICIT | Year | Host (on Easter Mon.-Wed. every year since 1996) | Hosting Country | Theme   | Papers | Delegates | Countries |
|------|------|--|-----------------|---|--------|-----------|-----------|
| 1    | 1996 | Leicester Business School, De Montfort Uni.      | England, UK     | Inaugural   | 45     | 80        | 10        |
| 2    | 1997 | Luton Business School, Luton University          | England, UK     | Business Excellence                               | 75     | 100       | 12        |
| 3    | 1998 | School of Business, HK Baptist University        | HKSAR, China    | ISO 9000 & TQM                                    | 104    | 160       | 18        |
| 4    | 1999 | School of Business, HK Baptist University        | HKSAR, China    | TQM & Innovation                                  | 130    | 180       | 20        |
| 5    | 2000 | Productivity Quality Research Centre, NUS        | Singapore       | Action 2000: Imperatives for Change               | 119    | 160       | 26        |
| 6    | 2001 | Paisley Business School, Uni. of Paisley         | Scotland, UK    | Integrated Management                             | 95     | 150       | 21        |
| 7    | 2002 | Centre for Mangt. Quality Research, RMIT         | Australia       | Change Management                                 | 160    | 250       | 29        |
| 8    | 2003 | National Quality Institute, Montreal             | Canada          | Business Excellence                               | 84     | 150       | 24        |
| 9    | 2004 | Foundation for TQM Promotion                     | Thailand        | TQM Best Practices                                | 80     | 280       | 20        |
| 10   | 2005 | Shanghai Academy of Quality Management           | Shanghai, China | TQM & 6-sigma for Competitiveness                 | 140    | 300       | 26        |
| 11   | 2006 | AA & Hang Seng School of Commerce                | HKSAR           | TQM & Corporate Governance                        | 85     | 150       | 22        |
| 12   | 2007 | AA and NCUT & CSQ                                | RoC             | Going for Gold                                    | 68     | 120       | 17        |
| 13   | 2008 | AA and SIRIM, MPC & UiTM                         | Malaysia        | Innovation for Competitiveness                    | 77     | 220       | 25        |
| 14   | 2010 | AA and University of Scranton                    | USA             | Lean Management                                   | 55     | 80        | 20        |
| 15   | 2011 | AA and UNITEN, SIRIM, MPC, UiTM, CIOB(M)         | Malaysia        | Sustainable Development through Innovation        | 98     | 160       | 21        |
| 16   | 2012 | AA & Linnaeus University                         | Sweden          | ISO, TQM, Medical Tourism & Safety                | 44     | 60        | 15        |
| 17   | 2013 | AA & U. Technology Sydney, Australia             | Australia       | Innovation for Sustainability & Org. Development  | 37     | 50        | 13        |
| 18   | 2014 | APBEST Academy & UiTM-Sarawak, Malaysia          | Malaysia        | Enhancing Growth through the Best Practices in QM | 57     | 150       | 17        |

In the past, around 20% of the papers have been published in refereed journals as a result. Riding on this success, the 19-ICIT uses “**TQM for National Development – The African Way**” as a theme for the further development of ISO and TQM into the new economy.

**International Standards Organisation (ISO)** 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. The most important standard in the ISO Series is obviously ISO 9000. Over the past fourteen ICIT’s the focuses were on ISO 9000. However, with the advancement of mankind, there is a pressing need for other equally important standards for organizations to develop and compete. Such examples include, but not limited to:-

- ISO 9000 - Quality Management Systems
- ISO 14000 - Environmental Management System
- ISO 14064 - Green House Gases
- ISO 14067 - Carbon Footprint for Products
- ISO 15765 - Carbon Emission for Road Vehicles
- ISO 16949 - Quality Management Systems for the Car Industry
- ISO 22000 - Food Safety Management System
- ISO 50000 - Energy Management System

Because of the significance of the ISO Series of standards, and its close relationship to TQM, **the first objective of this Conference is to consider the impact of ISO 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 19-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 and TQM. The 19-ICIT is represented by delegates from **14 countries**. The statistics of the number of papers presented is shown in the following table.

| Country          | No. of Papers | Country                  | No. of Papers |
|------------------|---------------|--------------------------|---------------|
| Kenya            | 15            | Ghana                    | 1             |
| HKSAR (China)    | 4             | Greece                   | 1             |
| UAE              | 2             | Netherlands              | 1             |
| UK               | 2             | Oman                     | 1             |
| Zambia           | 2             | S. Africa                | 1             |
| Canada           | 1             | Singapore                | 1             |
| China - Mainland | 1             | Sweden                   | 1             |
|                  |               | <b>from 14 countries</b> | <b>34</b>     |

**TOTAL:**

The **34 papers** of the 19-ICIT have been organized according to different areas of activities in the development of ISO and TQM. They are as follows.

| Sub-theme #    | Topic                               | No. of Papers |
|----------------|-------------------------------------|---------------|
| 1              | TQM & Org. Development              | 6             |
| 2              | ISO 9000/14001, OH18001, etc.       | 7             |
| 3              | 5-S, 6-Sigma, Innovation & Ethics   | 6             |
| 4              | Manufacturing & Logistic Excellence | 4             |
| 5              | Knowledge & Service Excellence      | 7             |
| 6              | Business & Education Excellence     | 4             |
| <b>Total →</b> |                                     | <b>34</b>     |

We are privileged to have the following **10** prominent keynote speakers, consisting of **2 Distinguished Keynote Speakers, 3 Keynote Addresses & 5 Keynote Papers** presenting their expertise opinions on specific issues of ISO and TQM:

|               |   |
|---------------|---|
| <b>Canada</b> | Prof. Stanislav Karapetrovic ( <i>Professor, Dept. of Mechanical Engg., U. of Alberta in Edmonton</i> )   |
| <b>HKSAR</b>  | Prof. Sam Ho ( <i>Founder Chair – APBEST Academy, ICIT &amp; I5SO; Dist. Prof.-SYSU.; Speaker-Oxford U.</i> )   |
| <b>Kenya</b>  | Dr. David Muturi ( <i>CEO and Executive Director - Kenya Institute of Management</i> )<br>Prof. Peter M.F. Mbithi ( <i>Vice Chancellor, University of Nairobi</i> ) * #<br>Dr. Hermogene Nsengimana ( <i>Secretary General, African Organisation for Standardisation</i> ) *<br>Mr. Charles Ongwae ( <i>Managing Director, Kenya Bureau of Standards</i> ) *<br>Mr. Richard Langat ( <i>CEO / Managing Trustee, National Social Security Fund</i> ) * |
| <b>Oman</b>   | Prof. Hesham A.E. Magd ( <i>Vice Chancellor &amp; Dean of College of Business, U. of Baraimi, Oman</i> ) #  |
| <b>UAE</b>    | Prof. Leslie S.L. Chan ( <i>Prof. &amp; Chair of Accounting, American University of Ras Al Khaimah</i> )  |
| <b>UK</b>     | Dr. Alex Douglas ( <i>TQM Journal Editor at the EMERALD</i> )   |

# Distinguished Keynote Speakers

\* Without Published Papers

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 editors of the **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 19-ICIT. A sincere welcome to you all and we wish you an enjoyable and fruitful sharing experience at the Safari Park Hotel in the fascinating city Nairobi!

#### Co-Chairs, 19-ICIT:-

|   |  |  |   |
|---|--|--|---|
|  | <p><b>Prof. Sam Ho</b></p> <ul style="list-style-type: none"> <li>- Founder Chair, ICIT, I5SO, &amp; APBEST Academy</li> <li>- Ex-APO Oshikawa Fellow</li> <li>- Ex-ADB Quality Expert, SIRIM</li> <li>- Ex-Research Fellow at Cambridge U. Business School</li> <li>- Speaker at Oxford U. Bus. Sch.</li> <li>- Dist. Professor in Business Excellence at SYSU-GZ, China</li> </ul> |  | <p><b>Dr. David Muturi</b></p> <ul style="list-style-type: none"> <li>- CEO of KIM</li> <li>- DBA</li> <li>- MBA (Entrepreneurship)</li> <li>- BA Degree in BS &amp; Econ.</li> <li>- Certified Public Accountant of Kenya (CPA-K)</li> <li>- Ex-Dean, Faculty of Commerce and Distance Learning, KCA University</li> </ul> |
|---|--|--|---|

# CONTENTS

## SUPPORTING ORGANISATIONS

### Conference Co-Hosts & Distinguished Keynote Speakers

#### PREFACE (Co-Chairs, 19-ICIT)

**DK** = Distinguished Keynote; **KA** = Keynote Address; **KP** = Keynote Paper; **WS** = Work Shop

**The first 2 columns** are Hyperlink Items

**RED** Titles are those winning the Best Sub-theme Paper Award, voted by the conference delegates.

| No.  | Title & Authors      |   | Page      |
|--|----------------------|---|-----------|
| <b>ST-1: TQM &amp; Organisational Development</b>  |                      |   |           |
| <a href="#">Ppt</a>                                | <a href="#">1.1K</a> | <b>KP2:</b> TQM Excellence Model for Developing African Countries<br><i>Samuel K. M. Ho</i>   | <b>11</b> |
|  |                      | <b>KA1:</b> TQM Role in Standardization - milestones in African Organizations<br><i>Hermogene Nsengimana</i>  | <b>NA</b> |
| <a href="#">Ppt</a>                                | <a href="#">1.3</a>  | Economic Benefits of Standards: A Case Study in Kenya<br><i>William O. Amwayi</i>   | <b>4</b>  |
| <a href="#">Ppt</a>                                | <a href="#">1.4</a>  | Training for TQM: A Case Study of Digital Divide Data<br><i>Amolo Ngweno &amp; Carmen Merab Wamukoya</i>  | <b>4</b>  |
| <a href="#">Ppt</a>                                | <a href="#">1.5</a>  | <b>The Implementation of the Organization Performance Index Excellence Model and Business Performance in Kenya</b><br><i>Catherine Auma Nyambala</i>                                    | <b>8</b>  |
| <a href="#">Ppt</a>                                | <a href="#">1.6</a>  | Leadership Traits and Employee Job Satisfaction in the Media Sector, Kenya<br><i>Mary Agnes Wambui Kiarie &amp; Loice Maru</i>  | <b>8</b>  |
| <b>ST-2: ISO 9000/14001, OH18001, etc.</b>         |                      |   |           |
| <a href="#">Ppt</a>                                |                      | <b>WS1:</b> ISO 10000 Augmentative Systems Integration<br><i>Stanislav Karapetrovic</i>   | <b>NA</b> |
| <a href="#">Ppt</a>                                | <a href="#">2.2K</a> | <b>KP1:</b> Impact of ISO Implementation on Organizational Performance in Kenya<br><i>David Muturi, Jacqueline Ochieng &amp; Samuel Njihia</i>  | <b>6</b>  |
|  |                      | <b>KA2:</b> ISO Standards for National development - achievement of Kenyan organizations<br><i>Charles Ongwae</i>   | <b>NA</b> |
| <a href="#">Ppt</a>                                |                      | <b>DK1:</b> Implementation of the ISO 9001:2008 Standard : Case of University of Nairobi<br><i>Peter Mulwa Felix Mbithi</i>   | <b>NA</b> |
| <a href="#">Ppt</a>                                | <a href="#">2.5</a>  | <b>Cross-cultural Management and TQM Implementation through ISO 9001: Findings from Chinese firms in the Nigerian construction industry</b><br><i>Yomi Babatunde &amp; Sui-Pheng Lo</i> | <b>9</b>  |
| <a href="#">Ppt</a>                                | <a href="#">2.6</a>  | <b>Travel Agencies' Perception of ISO 9000 Certification in China and Hong Kong: Lesson for the Kenya Tourism Industry</b><br><i>Barry Mak</i>  | <b>6</b>  |
| <a href="#">Ppt</a>                                | <a href="#">2.7</a>  | Investigating Business Ethics and CSR in ISO 9001:2008 certified organizations in Greece<br><i>Fotis Vouzas</i>   | <b>7</b>  |
| <b>ST-3: 5-S, 6-Sigma, Innovation &amp; Ethics</b> |                      |   |           |
| <a href="#">Ppt</a>                                |                      | <b>WS2:</b> Green 5-S Internatioal Standard and Auditing for Business & Industry<br><i>Samuel K. M. Ho</i>  | <b>NA</b> |
| <a href="#">Ppt</a>                                | <a href="#">3.2K</a> | <b>KP3:</b> Lean Six Sigma in East African Organisations: Findings from a Pilot Study<br><i>Alex Douglas, Jacqueline Douglas &amp; Jacqueline Ochieng</i>                               | <b>8</b>  |
| <a href="#">Ppt</a>                                | <a href="#">3.3</a>  | <b>The Implementation of Lean Six Sigma Concept at National Bank of Kenya- Operation Division</b><br><i>Thomas Gachie</i>   | <b>6</b>  |
| <a href="#">Ppt</a>                                | <a href="#">3.4</a>  | Learning Orientation and Innovativeness in SMEs in the Uasin Gishu County, Kenya<br><i>Chenuos Nehemiah Kosgei &amp; Loice C. Maru</i>  | <b>7</b>  |

|  |                       |  |    |
|--|-----------------------|--|----|
| Ppt  | <a href="#">3.5</a>   | Ethical Leadership, Value Congruence and Employee Turnover: Implications for African Hospitality Industry<br><i>Ji Li, Jieying Xu &amp; Tao Liu</i>  | 9  |
| Ppt  | <a href="#">3.6</a>   | Diffusion of Six Sigma in Ireland: the role of multinational firm<br><i>Ton van der Wiele, Jos van Iwaarden &amp; David Power</i>  | 10 |
| <b>ST-4: Manufacturing &amp; Logistic Excellence</b> |                       |  |    |
| Ppt  | <a href="#">4.1</a>   | <b>Achieving Quality in Printing: some determining factors in the printing industry in Ghana</b><br><i>Nicholas Kingsley Graham &amp; Isaac Owusu</i>                                      | 10 |
| Ppt  | <a href="#">4.2</a>   | Making Sense of Opportunities with a System-based Process Model - the case of building material production<br><i>Raine Isaksson &amp; Neil Taylor</i>                                      | 9  |
| Ppt  | <a href="#">4.3</a>   | Adaption of Next Generation Manufacturing (NGM) Initiative in Kenya as a requirement to generate sufficient jobs for the youths<br><i>Patrick Kuloba, Kabecha Wanjau &amp; Sultan Amri</i> | 5  |
| Ppt  | <a href="#">4.4</a>   | Assessment of the Quality of the Packaging Process at Ndola Lime Company Limited<br><i>Wilson Mbulwe, Chanda Sichinsambwe &amp; Phyllis Kauzeni</i>  | 8  |
| <b>ST-5: Knowledge &amp; Service Excellence</b>      |                       |  |    |
| Ppt  | <a href="#">5.1K</a>  | <b>KP4:</b> Global Strategic Correspondent Banking: Is the Australian quality banking experience applicable to Kenya?<br><i>Leslie S.L. Chan</i>   | 9  |
| Ppt  |                       | <b>KA3:</b> Transforming Service Delivery from better to best (B2B) through ISO<br><i>Richard Langat</i>   | NA |
| Ppt  | <a href="#">5.3DK</a> | <b>DK2:</b> Organizational Excellence Sustainability through Knowledge Management in the Middle East: The Leadership Thoughts and Perspectives<br><i>Hesham A.E. Magd</i>                  | 14 |
|  | <a href="#">5.4</a>   | Knowledge Management and Learning: A Philosophic Rendering<br><i>Arun Datta</i>  | 5  |
| Ppt  | <a href="#">5.5</a>   | <b>Mystery Shoppers: An Evaluation of their use as Service Performance Monitors</b><br><i>Jacqueline Douglas &amp; Alex Douglas</i>  | 9  |
| Ppt  | <a href="#">5.6</a>   | Service Excellence Model: A Singapore SME experience<br><i>Kelly S.W. Koh, Samuel K.M. Ho &amp; Leslie S.L. Chan</i>   | 7  |
| Ppt  | <a href="#">5.7</a>   | From Product to Service Quality: The role of management<br><i>Ebrahim Soltani, Ying-Ying Liao &amp; Adrian Wilkinson</i>   | 7  |
| <b>ST-6: Business &amp; Education Excellence</b>     |                       |  |    |
| Ppt  | <a href="#">6.1</a>   | Strategic Alliances on Performance of Retail Firms in Nairobi County, Kenya<br><i>Rosmary Muange &amp; Loice C. Maru</i>   | 6  |
| Ppt  | <a href="#">6.2</a>   | <b>Head-teachers' Motivational Practices in Public Secondary Schools, Kenya</b><br><i>Ursulla A. Okoth &amp; Lillian A. Ocham</i>  | 7  |
| Ppt  | <a href="#">6.3</a>   | An analysis of TQM Practices in Zambian Sec. Schools: A Survey of Lusaka District<br><i>Chanda Sichinsambwe, Bupe G. Mwanza &amp; Joyce Nawelwa</i>  | 10 |
| Ppt  | <a href="#">6.4</a>   | A Study on the Economic Benefits of the Government Quality Award<br><i>Ting Dai, Decheng Wen &amp; Jiyong Dai</i>  | 6  |

**The 19-ICIT is Celebrating the recent:**  
**Kenya's Discovery of the Largest Oil Field in Africa**  
**&**  
**Announcement from 21 APEC nations on the New Sea**  
**Silk-Road to Europe & Africa (enroute Nairobi)**  
**for the**  
**TQM & Sustainable Development of Africa**