

ISO & TQM for Lean Production and Sustainable Organizational Development

Proceedings of the 20th International Conference on ISO & TQM 20-ICIT

26-28 Sep 2016 at the University of Buraimi, Oman

Hosted by: the University of Buraimi – UoB
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<p>20-ICIT Co-Chairs:</p> <ul style="list-style-type: none"> ● Prof. Sam Ho – Founder Chair, ICIT, ISSO & APBEST Academy ● Dr. Hesham A. E. Magd – Uni. of Buraimi Vice Chancellor <p>20-ICIT Distinguished Keynote Speakers:</p> <ul style="list-style-type: none"> ● Prof. Andrew Leung – Ex-Director-General, HKSAR Government Economic & Trade Office in London ● Dr. Palmira López-Fresno – VP, Spanish Association for Quality 	<p>Sponsored by: Top Emerald Portfolio of Academic Journals, UK Listed on the Thomson citation index – ISI</p> <p>ISBN 962-86107-9-1-20 HK Book Registration Office © 2016 Organisers & Authors</p>
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- ✧ Dept. of Management, U. of Canterbury, **New Zealand**
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- ✧ Enterprise Management Research Centre, SYSU, **GZ, China**
- ✧ School of Hotel & Tourism Management, The HK PolyU, **HKSAR**
- ✧ Spanish Association for Quality, **Spain**

20-ICIT Distinguished Keynote Speakers (2)

	<p><u>1.1DK:</u> Prof. Andrew Leung has held the following positions</p> <ul style="list-style-type: none">• Chairman and CEO, Andrew Leung Int. Consultants Limited, London• Vice Chairman, 48 Group Club, United Kingdom• Gerson Lehrman Group (Global Experts) Council Member• Int. Expert, Reuters Insight Community of Experts, Thompson Reuters• Brain Trust Member, The Evian Group (global think-tank), Switzerland• Distinguished Contributor, Asymmetric Threats Contingency Alliance (ATCA)• Elected Member, Royal Society for Asian Affairs• Chairman, China Group, Institute of Directors City Branch, London, UK• China Group Leader, Elected Fellow on Executive Committee of Royal Society for the Encouragement of Arts, Manufacture and Commerce (RSA)• Senior Consultant, MEC International• Global Commercial Agent, Changsha City, China• Governing Council Member, King's College London, UK• Advisory Board Member, China Policy Institute, Nottingham U., UK• Visiting Professor, London Metropolitan University Business School• Visiting Professor, Sun Yat-Sen University Business School, China <p>http://www.andrewleunginternationalconsultants.com/</p>
	<p><u>1.2DK:</u> Dr. Palmira López-Fresno works as European Expert for International Cooperation. She is the Team Leader - International Technical Assistance Team, and Expert on Standards and Technical Regulations in PRACAMS, an International Cooperation Program funded by the European Union with the aim to strengthen Quality Infrastructure in the Central America region.</p> <p>She has more than 20 years of international experience in management and assessment, with extensive knowledge of the economic and social reality of Latin America, Europe and Asia-Pacific. Her activity has been developed in more than 40 countries in all continents, in different projects and top management positions, covering areas of assessment (Chief Examiner APBEST, Lead Assessor EFQM, Assessor of the Spanish Quality Award), quality management (Quality Director, Vice-president for Corporate Quality, consultant and auditor) and business management (Project Director; Production Director; Executive Director).</p> <p>Author of several books on leadership abilities and service quality. International speaker, trainer and consultant. Distinguished member of Spanish Association for Quality (AEC), Senior member of ASQ, member of BAM and other quality organizations.</p> <p>Former President of the Service Quality Committee (AEC) - 2001 to 2014. Former Vice President of AEC, 2008 to 2014. EFQM lead assessor, APBEST Chief Examiner, Spanish Quality Award Lead Assessor.</p>

20-ICIT Keynote Address (5) by:

	<p><u>1.3K:</u> <i>Prof. John R. Hamilton is Chair Professor of Management and Governance. He researches competitiveness, innovation and strategic futures. He has extensive corporate national (and international) leadership and management experience. He consults on online and/or offline engaging interactive environments, and develops capabilities for business-consumer real-time interfacing. Current research interests include: leadership, value-deliverance, social networks, corporate and virtual intelligences, cloud business scenarios, major-events management, tracking, and interactive learning. John's  Acute Futures Group (AcuteFutures.com) deploys international R&D task teams (Hong Kong, Indonesia, Singapore, and Australia). Acute Futures unique value-deliverance systems create custom-built experiential skilling scenarios for global and futures-focused organizations.</i></p>
	<p><u>2.1K:</u> <i>Dr. Pavel Castka is Associate Professor in Operations Management at College of Business and Law, University of Canterbury. He formerly served as Research Director of the College and MBA Director and had visiting appointments at UCLA Anderson School of Management (USA), University of Salford (UK) and BOKU University (Austria). Dr Castka has been actively involved with international standardization within committees at the ISO as well as Standards Australia and Standards NZ and contributed to the development of the international guidance standard on social responsibility (ISO 26000). Pavel's research interests focus at the role of standards, self-regulation and certification in the current business environment. Dr Castka's work has received numerous international awards and has been published in 50+ peer-reviewed outlets inclusive of journals on FT45 list and A* on ABDC list.</i></p>
	<p><u>2.2W:</u> <i>Prof. Stanislav Karapetrovic's research is generally in the field of quality management, and is specifically focused on the auditing and integration of standardized management systems. His widely published and cited research has been funded by government agencies and corporations alike. A registered professional engineer, Professor Karapetrovic is actively involved in the international standardization work on quality management. Among other standardization-related positions, he was an invited International Expert on Integrated Management Systems [ISO/TMB/IUMSS]. Currently, Professor Karapetrovic serves as the Customer Satisfaction Liason for ISO/TC176/SC3. He is the Co-Editor of the TQM Journal.</i></p>
	<p><u>3.1K:</u> <i>Dr. Fernando Fernández-González is Medical Doctor specialized in Neurophysiology and Neurology, with more than 46 years of experience in health care and in management. He also received specific training in Biological Engineering. From 1982-1992 he worked with the Spanish Health Ministry as assessor for New Health Care Technologies, being Director responsible of assessment and implementation of new medical devices as innovative technologies for health care at the National Health Authority, and Advisor of the NATO for healthcare technologies. He has an extensive background in Health Care Management and in Medical Technology Assessment.</i></p>
	<p><u>5.1K:</u> <i>Dr. Barry Mak received his Master of Science and PhD in Tourism from the Scottish Hotel School of University of Strathclyde, Glasgow, UK. He is currently an Associate Professor in the School of Hotel and Tourism Management, The Hong Kong Polytechnic University, which is ranked number two in the world in research and scholarly activities. Dr Mak's contributions to the professional bodies are at different areas and levels, e.g. the government appointed independent director of Travel Industry Council of Hong Kong. Dr. Mak received the Service Excellent Award (SEA) in 2013 and Teaching Excellent Award (TEA) in 2015.</i></p>

20-ICIT

20th International Conference on ISO and TQM

26-28 Sep 2016 at the **University of Buraimi** campus,
hosted by the **University of Buraimi (UoB)**, **OMAN**

PREFACE

Welcome to the 20th International Conference on ISO and TQM organised by the **UoB** and **APBEST Academy**. The history of the ICIT is summarized in the following table:-

ICIT	Year	Host (<i>on Easter Mon.-Wed. every year since 1996</i>)	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
19	2015	APBEST Academy & Kenya Institute of Management	Kenya	TQM for National Dev. – the African way	34	100	14

In the past, around 20% of the papers have been published in refereed journals as a result. Riding on this success, the 20-ICIT uses “**ISO & TQM for Lean Production and Sustainable Organizational Development**” 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 20-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 20-ICIT is represented by delegates from **15 countries/territories**. The statistics of the number of papers presented is shown in the following table.

Country	No. of Papers
Oman	7
Australia	5
HKSAR (China)	4
Spain	3
UAE (Dubai)	2
UK	2
Canada	1
China - Mainland	1

TOTAL:

Country	No. of Papers
Greece	1
India	1
Iraq	1
Libya	1
Macao SAR (China)	1
NZ	1
S. Africa	1
from 15 territories →	<u>32</u>

The **32 papers** of the 20-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	7
2	ISO 9000/14001, OH18001, etc.	5
3	5-S, Innovation & HR Development	5
4	Industry & Service Excellence	5
5	IT & Knowledge Excellence	5
6	Education Excellence	5
Total →		32

We are privileged to have the following **9** prominent keynote speakers, consisting of **2 Distinguished Keynote Speakers & 7 Keynote Papers** presenting their expertise opinions on specific issues of ISO and TQM:


Australia	Prof. John Hamilton (<i>Chair Professor and Head of Management & Governance, James Cook U, Cairns</i>)
Canada	Prof. Stanislav Karapetrovic (<i>Prof., Dept. of Mech. Engg., U. of Alberta in Edmonton & TQM Jnl. Editor</i>)
HKSAR	Prof. Sam Ho (<i>Founder Chair – APBEST Academy, ICIT & I5SO; Dist. Prof.-SYSU.; Speaker-Oxford U.</i>) # Dr. Barry Mak (<i>Associate Professor – School of Hotel & Tourism Management, The HK Polytechnic U.</i>)
NZ	Dr. Pavel Caskta (<i>Asso. Prof. of Mgt., Dept. of Mgt., Marketing & Entrepreneurship, U. of Canterbury</i>)
Oman	Dr. Hesham A.E. Magd (<i>Vice Chancellor & Dean of College of Business, U. of Buraimi, Oman</i>) #
Spain	Dr. Palmira Lopez-Fresno (<i>VP, Spanish Quality Association & Spanish Quality Award Chief Examiner</i>) * Dr. Fernando Fernandez Gonzalez (<i>Nero-surgeon & Ex-Head, Hospital Central de Asturias</i>)
UK	Prof. Andrew Leung, SBS, FRSA (<i>International and Independent China Strategist & Ex-Director-General, London of the Hong Kong SAR Government</i>) *

20-ICIT Conference Co-chairs

* Distinguished Keynote Speakers

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 20-ICIT. A sincere welcome to you all and we wish you an enjoyable and fruitful sharing experience in the fascinating city **Buraimi** !

Co-Chairs, 20-ICIT:-

	<p>Prof. Sam Ho (1.4K + 3.2W)</p> <ul style="list-style-type: none"> - Founder Chair, ICIT, I5SO, & APBEST Academy - Ex-APO Oshikawa Fellow - ADB Quality Expert, SIRIM - Ex-Research Fellow at Cambridge U. Bus. School - Speaker at Oxford U., Said Business School - Dist. Professor in Business Excellence at SYSU, China 		<p>Dr. Hesham Magd (6.1DK)</p> <ul style="list-style-type: none"> - President/VC of UoB - Serves on several int. journal editorial boards - Developed centers of excellences in SCM & entrepreneurship. - Has broad knowledge of the University Systems, Quality and accreditation systems (AACSB, ABET, NCAA...),
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A great thinker was asked: "What is the meaning of Life?"
He replied: "Life has no meaning, LIFE is an OPPORTUNITY
to create MEANING ..."
So let our 20-ICIT be the opportunity to create MEANING !