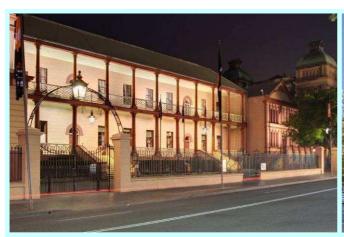
# Innovation for Business Sustainability & **Organisational Development**

# Proceedings of the

17<sup>th</sup> International Conference on ISO & TQM 17-ICIT

23-25 Aug 2013 at NSW Parliamanet House & UTS Business School, Sydney, Australia www.hk5sa.com/icit





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- Prof. Ron Beckett, Chair, ASCI, Australia
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- ♦ Alliance of Supply Chain Innovation, Australia
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- ♦ University of Baraimi, Oman
- ♦ Universiti Tenaga Nasional, Malaysia

The 17-ICIT is
Celebrating the
25<sup>th</sup> Anniversary
of the
TQM Journal
(Emerald Group Publishing, UK)

#### **CONFERENCE CO-CHAIRS & CO-HOSTS**



**Prof. Roy GREEN** LLB & BA-Econ & Politics (Adelaide U.), PhD (Cambridge U.)

- Dean, UTS Business School, UTS
- Research Fellow, U. of Cambridge
- Ex-Dean of the Macquarie Graduate School of Management
- Ex-Dean of the Business School at the National University of Ireland, Galway
- Has advised and published widely in the areas of management and workplace innovation as well as industry policy and trends in business education.
- Has undertaken a range of projects with the OECD, EU and Enterprise Ireland.
- Chair, Australian Government's Innovative Regions Centre, CSIRO
- Chair, Australian participation in a major global study of management practice and productivity in 2009 Manufacturing Matters for Australia – Just how productive are we?
- Leading an 18 month Australian Government funded project by the Australian Business Deans Council on The Future of Management Education and a project on public sector innovation for the Institute of Public Administration Australia (IPAA).
- Member of CSIRO's newly established Australian Design Integration Network, and new Manufacturing Leaders Group and to Sydney's Global Talent Hub Advisory Body.



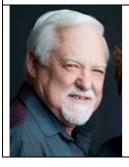
Prof. Sam HO BSc (Engg.-HKU); PhD (Mgt.-Henley), FIQA, EQA Assessor

- Oshikawa Fellow of the Asian Productivity Organization (86-87),
- Asian Development Bank Quality Expert to the Malaysian Government at SIRIM (93-94),
- Chairman of the 1st-17th "International Conference on ISO and TQM ICIT" (96-13),
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- Research Fellow on "Business Performance", Judge Inst. of Management, Cambridge U.,
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- Visiting Professor in TQM at U. of Coventry (UK), RMIT (Australia) & Linnaeus (Sweden),
- **Distinguished Professor** in Business Excellence, Zhong Shan University (1<sup>st</sup> in China),
- Guest Speaker on "Lean Management", Said Business School, Oxford University, UK,
- Director of HK 5-S Campaign & Founder Chair of the HK 5-S Asso. over 20,000 members.
- Founder, APBEST Academy for EQA/Baldrige/Deming Awards & Int. 5-S Organization
- Author of over 100 papers & 20 books, including "TQM: An Integrated Approach"
- Best Paper of the Year from TOM Journal & Workplace Learning
- scholar.google.com/citations?hl=en&user=k\_vQNo0AAAAJ



Dr. Fawzy SOLIMAN B. Engg. (U. of Sydney); PhD (Mgt.-UNSW)

- Senior Academic and Doctoral Supervisor
- UTS Business School, Management Disciplinary Group
- Editor: CAMBRIDGE SCHOLARS PUBLISHING LIMITED Book:
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#### **Prof. Ron Beckett**

Ron is an industry practitioner with more than 30 years experience in the implementation of creative change and innovation management. He has been General Manger to Hawker De Havilland (now **Boeing Australia**) for over ten years. Ron has been creative in Technology, Innovation and Operations management in the international aerospace sector. He frequently works at the academia - industry interface and is an Adjunct Professor at Deakin University. He has authored or co-authored more than 100 conference papers, journal articles or book chapters related to the pursuit of best practice in extracting value from innovative ideas in both large and small enterprises.



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

### 23-25 Aug 2013 at the NSW Parliament House & UTS Business School

### PREFACE

Welcome to the 17<sup>th</sup> International Conference on ISO and TQM organised by the <u>UTS</u>, <u>ASCI</u>, <u>NSW</u> <u>Parliament House</u> and <u>APBEST Academy</u>. The history of the ICIT is summarized in the following table:-

<u>ICIT</u>	Year	Host (on Easter MonWed.	Hosting	Theme	<b>Papers</b>	Dele-	Coun
		every year since <b>1996</b> )	Country			gates	-tries
1	1996	Leicester Business School, De	England,	Inaugural	45	80	10
		Montfort Uni.	UK				
2	1997	Luton Business School, Luton	England,	Business Excellence	75	100	12
		University	UK				
3	1998	School of Business, HK Baptist	HKSAR,	ISO 9000 & TQM	104	160	18
	1000	University	China		1.00	100	
4	1999	School of Business, HK Baptist	HKSAR,	TQM & Innovation	130	180	20
	2000	University	China	A .: 2000 I	110	1.60	26
5	2000	Productivity Quality Research Centre, NUS	Singapore	Action 2000: Imperatives for Change	119	160	26
6	2001	Paisley Business School, Uni. of		Integrated Management	95	150	21
		Paisley	UK				
7	2002	Centre for Mangt. Quality	Australia	Change Management	160	250	29
		Research, RMIT					
8	2003	National Quality Institute,	Canada	Business Excellence	84	150	24
	2004	Montreal		TOLLD D	0.0	200	20
9	2004	Foundation for TQM Promotion	Thailand	TQM Best Practices	80	280	20
10	2005	Shanghai Academy of Quality	Shanghai,	TQM & 6-sigma for	140	300	26
		Management	China	Competitiveness			
11	2006	AA & Hang Seng School of	HKSAR	TQM & Corporate	85	150	22
		Commerce		Governance			
12	2007	AA and NCUT & CSQ	RoC	Going for Gold	68	120	17
13	2008	AA and SIRIM, MPC & UiTM	Malaysia	Innovation for	77	220	25
				Competitiveness			
14	2010	AA and University of Scranton	USA	Lean Management	55	80	20
15	2011	AA and UNITEN, SIRIM,	Malaysia	Sustainable Devlopment	98	160	21
		MPC, UiTM, CIOB(M)		through Innovation			
16	2012	AA & Linnaeus University	Sweden	ISO, TQM, Medical	44	60	15
				Tourism & Safety			

In the past, around 20% of the papers have been published in refereed journals as a result. Riding on this success, the **17-ICIT** uses **"Innovation for Business Sustainability & Organisational 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 17-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 17-ICIT is represented by delegates from 13 countries. The statistics of the number of papers presented is shown in the following table.

Country	No. of Papers
Australia	14
Malaysia	8
NZ	3
UK	2
China	2
Canada	1
Denmark	1

Country	No. of Papers
Germany	1
India	1
Iran	1
Oman	1
Thailand	1
UAE	1
from 13 countries	<u>37</u>

**TOTAL:** 

The 37 papers of the 17-ICIT have been organized according to different areas of activities in the development of ISO and TQM. They are:

Sub-theme #	Topic	No. of Papers
1	1 Innovation & Org. Development	
2	Business Sustainability	6
3	ISO 9000 / 14001 / 50001, OH18001, etc.	5
4	Green, Lean, 5-S & Energy Management	5
5	Service Quality & Supply Chain Mgt.	5
6	Knowledge Management, 6-σ & Learning	5
7	Business & Education Excellence	5
	Total →	<u>37</u>

We are privileged to have the following 10 prominent keynote speakers (\* including 2 distinguished keynote speakers who are VC of 2 prominent universities) presenting their expertise opinions on specific issues of ISO and TQM:

Australia	Prof. Ron Beckett (Chair, Alliance of Supply Chain Innovations)		
	Dr. Fawzy Soliman (PhD Supervisor, School of Business, UTS, Sydney)		
	Prof. Mile Terziovski (Head, International Graduate School of Business, UniSA, Adelaide)		
Canada	Prof. Stanislav Karapetrovic (Professor, Dept. of Mechanical Engg., University of Alberta in		
	Edmonton)		
HKSAR-	Prof. Sam Ho (Founder Chair, APBEST Academy, ICIT & 15SO; Distinguished Prof.,		
China	Zhongshan U.)		
Malaysia	Prof. Dato' Ir. Dr. Mashkuri Yaacob (V.C., Universiti Tenega Nasional – UNITEN) *		
	Prof. Jamil Hj. Hamali (Rector, UiTM, Sarawak Branch)		
New Zealand	Dr. Michaela Balzarova (Senior Lecturer & Programme Leader in B&M, Faculty of		
	Commerce, Lincoln U.)		
Oman	Prof. Hesham A.E. Magd (Vice Chancellor & Dean of College of Business, U. of Baraimi,		
	Oman) *		
UK	Dr. Alex Douglas (Reader, Liverpool Business School, Liverpool John Moore University &		
	Editor, TQM Journal)		

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 17-ICIT. A sincere welcome to you all and we wish you an enjoyable and fruitful sharing experience at the NSW Parliament House & UTS Business School in the beautiful city of Sydney!

Sam Ho & Fawzy Soliman,

Co-Chairs, 17-ICIT (on behalf of the Organising Committee)

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