

11th QMOD Conference

Quality Management and Organizational Development

Attaining Sustainability
From *Organizational Excellence* to
SustainAble Excellence

www.ch.lu.se/qmod

20-22 August, 2008
Final Program



Lunds University & Linköping University



Linköping University



LUNDS
UNIVERSITET
Campus Helsingborg

Welcome Addresses from Chairmen

It is our great pleasure to welcome you to the 11th QMOD conference. During the last 11 years the QMOD conferences have been organised in China, Slovenia, Denmark, Sweden, France, Korea, Mexico, Italy, and UK. The QMOD conference has become the largest scientific conference in the world within the research fields of Quality, Service, Organisational Development and related research areas. The yearly QMOD conference has also proven to be a true forum where academics as well as practitioners from all around the world exchange their knowledge and experiences and thereby build a kind of 'QMOD Community'. Through this forum, we have discussed and shared our research and experiences in order to be able to draw a more accurate picture of organisational and business realities and thereby to improve our diagnosing capabilities of current problems and improvement opportunities. Business environments are constantly evolving towards higher complexity.

Hyper competition, increasing importance of intangible assets, cultural and ethnical diversity, focus on quality of life, gender, ecology, environmental sustainability, and corporate social responsibility are among the many issues which challenge modern management theories and practices. Although all these issues seem to be 'stand alone' issues, we dare to say that behind these issues there is a shared vision which we call 'our dreams of excellence'.

We want to address a special welcome to the participants of *the 2nd European Conference on Affective Design and Kansei Engineering* which is organised as a special session track of the QMOD program. We are sure that this relatively new research area, building on the science of emotions and feelings, has a lot of research possibilities to contribute with when organizations are starting and fighting for *Attaining Sustainability – going From Organizational Excellence to Sustainable Excellence for People, Planet and Profitability*.

**Su Mi Dahlgaard-Park & Jens J. Dahlgaard,
QMOD Founders and Conference Chairs**



On behalf of Lund University, Campus Helsingborg, it is my great pleasure and honour to welcome you to the 11th QMOD Conference in the City of Helsingborg. Lund University. Campus Helsingborg is presently the fastest growing part of Lund University and is now proceeding through its eighth's year of activity and plays vigorously both a complementary and an innovative role in Lund University's long tradition of academic education and training.

Campus Helsingborg emphasises on maintaining an interdisciplinary cutting edge profile both in the academic atmosphere and in its graduate and postgraduate programs. The current graduate programs span over political and social science, marine biology and engineering. All disciplines have well established research programmes including PhD students integrated with faculties in Lund. Creating innovations, generating dynamic environments and taking an active role in the regional development is also part of Campus Helsingborg's mission in its everyday life accomplishments. Here Quality Management takes a vital role in the leadership of the organization striving for both focus and critical mass in teaching, training and scientific research.

The QMOD conference goes very well in line with the internationalization process that Campus Helsingborg is committed to. Strong academic alliances have been formed all over the world providing vital exchange platforms for students as well as academic staff. We are very much looking forward to continue this process during the QMOD conference in Helsingborg.

Lars Haikola, Rector, Lunds University, Campus Helsingborg



Conference Founders and Chairs

- Dr. Su Mi Dahlgaard-Park, Lund University, Sweden
- Dr. Jens J. Dahlgaard, Linköping University, Sweden

Organizing Chairs

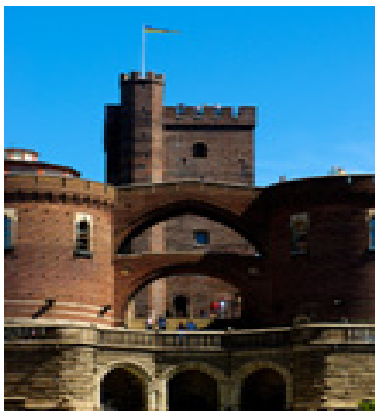
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- Dr. Lars Haikola, President, Campus Helsingborg, Sweden
- Dr. Karin Salomonsson, Lund University, Sweden

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Scientific Committee and Session Chairs (2008)

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- Dr. Anders Warell, New Zealand
- Dr. Petra Winzer, Germany
- Dr. Lars Witell, Sweden
- Dr. Ralf Woll, Germany
- Dr. Kristina Zgodavová, Slovakia

Supporting QMOD Journals

- *Quality and Service Sciences*, Chief Editor: Su Mi Dahlgaard-Park
- *The TQM Journal*, Chief Editor: Alex Douglas
- *Journal of Management History*, Chief Editor: David Lamond
- *The Asian Journal on Quality*, Chief Editor: Soo Wook Kim

Plenary Speakers' Profiles:

Jens J. Dahlgaard, Chair Professor in Quality Technology and Management, Linköping University, Sweden is currently chair and professor at the Division of Quality Technology and Management at Linköping University, Sweden. He has published 15 books and over 100 research articles, awarded the European Quality Award for supervising the best master thesis on Total Quality Management in 1994, 1996 and 1997, the Chinese Friendship Award in 1998 by the Ministry of Industry for his contribution to education and research in China, the Lancaster Award (2005) by American Society for Quality. Professor Dahlgaard is an Academician and Vice President of the IAQ (International Academy of Quality), and is serving on the editorial boards of several international journals.

Su Mi Dahlgaard-Park, Docent and Professor, Lunds University, Sweden is currently affiliated at Institute of Service Management, Lunds University, Sweden, and at Tsukuba University, Japan, as a visiting professor. She has published more than 100 research papers and books of which some of them are translated into several languages. She has received Emerald Literati Award for Outstanding Paper in 2007, elected as academician of IAQ (International Academy for Quality). She is chief-editor of the *International Journal of Quality and Service Sciences* (Emerald), and she is serving as an associate editor or as a member of editorial advisory boards of several international journals.

Anders Dahlvig, Group President and CEO, IKEA

Anders Dahlvig is group president and CEO of IKEA since 1999. The company, which pioneered flat-pack design furniture at affordable prices, is now the world's largest furniture manufacturer. The chain has 278 stores in 36 countries, most of them in Europe, the United States, Canada, Asia and Australia. A total of at least 30 openings of new stores or relocations are planned for 2008. Mr. Dahlvig joined The IKEA Group in 1984 where he has worked in various positions incl. Vice President, Region Europe. He holds BS in Business Administration from Lunds University (1981) MA in Economics from Univ. of California Santa Barbara (1982).

Peter Danielsson, Lord Mayor of Helsingborg, Sweden

Peter Danielsson is a member of the Swedish Moderate party and has been a member of the Swedish Parliament during the period of 2002-2006. He is a member of a large number of advisory committees and acting as a plenary speaker in various conferences and organizations.

Bo Edvardsson, Chair Professor, Service Research Center, Karlstad University, Sweden,

is director of the Service Research Center (CTF) at Karlstad University, Sweden. He is the editor of *International Journal of Service Industry Management* and a fellow at Center for Service leadership at Arizona State University and at Hanken, The Swedish School of Economics and Business Administration in Helsinki. Bo is author or co-author of 18 books and has published 72 articles in scientific journals. His research focuses on service quality, new service development, dynamics in customer relationships and value creation through service and customer experiences. He is involved in executive development programs in Sweden and Asia as well as in consulting with private companies and municipalities.

Lars Haikola, Rector, Campus Helsingborg, Lunds University, Sweden,

is currently rector på Campus Helsingborg, Lunds University. He has been an executive leader in many academic fields, latest as president of Blekinge Institute of Technology 2001-2007, Director of the International Office at Lund University 2000-2001 and rector at Malmö School of Education 1995-1998. His professional home is Philosophy of Religion, Ethics & Ecology, and Multi Faith - Ideological Pluralism. He has chaired several audit-, evaluation- and degrees since 1995. 1998-2005 he was the chairman of the Council for the Renewal of Higher Education in Sweden.

Mitsuo Nagamachi, Professor, Kyushu University User Science Institute, Japan

is the founder of Kansei Engineering/ Kansei Ergonomics, a well-known ergonomic product development technology. He was born in Kobe, 1936, graduated from the Psychology Dept. of Hiroshima University. he then studies Medicine and Engineering before starting to work as a consultant for Japanese companies such as Nissan, Toyota and Honda. After graduating he moved to the Engineering School at Hiroshima University, to teach Human factors Engineering and Management for 32 years. He has applied kansei engineering to a variety of products including sports cars, lingerie, shampoos, cosmetics, TVs and refrigerators, all of which have proved successful on the market. He is currently the vice-chief director at Hagi International University and a Professor at Kyushu University's User Science Institute.

Shin'ya Nagasawa, Professor, Waseda Business School, Japan

Prof. Nagasawa received the BE degree in 1978, the ME degree in 1980 and the Dr. Eng. degree in 1986, respectively, all from Waseda University, Japan. Currently, he is a professor in Management of Technology (MOT) Track of Waseda Business School (Graduate School of Commerce, Waseda University) and his research interest is Kansei Engineering and Brand Management. He has written more than 15 books on these subjects.

Søren Horn Petersen, CEO, Enterprise, Denmark

Søren Horn Petersen is currently CEO at Enterprise, which is a freely operating company competing for construction and maintenance contracts for railways. The division employs approximately 1000 people with a turn-over of DKK 1.3 billion. Mr. Petersen has a long international leader career with focus on Change Management and Business Development, among others, at the two global companies of Novenco and Howden where he succeeded a number of large change projects. In addition he has been a member of the city council of Slagelse for 7 years where he served as Vice Mayor for 3 years.

Mohamed Zairi, Professor, University of Bradford, UK

Professor Zairi holds the Juran Chair in Best Practice Management at University of Bradford, and is Director of the European Centre for TQM at the same university. He is an Academician and Vice President of the IAQ (International Academy of Quality), and has written over 300 papers and 10 books covering different aspects of management, 4 of them in the area of benchmarking specifically. He is recognised as a leading authority in the fields of Benchmarking and Performance Measurement. Prof. Zairi lectures world-wide and has acted as adviser to many large organizations and various government bodies in different countries such as the Middle East, Malaysia and Europe.

Time Table

20 AUGUST 2008, Wednesday

Time	Events	Place
09.00 - 14.00	Conference Registration	Campus Helsingborg
14.00 - 14.30	Conference opening	U202
14.30 - 16.00	Plenary session 1	U202
16.00 - 16.30	Coffee break	
16.30 - 18.00	Parallel sessions 1A, 1B, 1C, 1D	U202, C217, C218, C224
19.00 - 21.00	Welcome Reception	City Hall of Helsingborg

21 August 2008, Thursday

Time	Events	Place
08:45 – 10.15	Plenary session 2	U202
10.15 – 10.45	Coffee break	
10.45 – 12.15	Parallel sessions 2A, 2B, 2C, 2D	U202, C217, C218, C224
12.15 – 13.45	Lunch	
13.45 – 15.15	Parallel sessions 3A, 3B, 3C, 3D	U202, C217, C218, C224
15.15 – 15.45	Coffee break	
15.45 – 17.15	Parallel sessions 4A, 4B, 4C, 4D	U202, C217, C218, C224
19.00 – 23.00	Conference Dinner and Social Program	Ferry Cruise Helsingborg - Elsinore

22 August 2008, Friday

Time	Events	Place
08.45 – 10.15	Plenary sessions 3	U202
10.15 – 10.45	Coffee break	
10.45 – 12.15	Parallel sessions 5A, 5B, 5C, 5D	U202, C217, C218, C224
12.15 – 13.15	Lunch	
13.15 – 14.45	Parallel sessions 6A, 6B, 6C, 6D	U202, C217, C218, C224
14.45 – 15.05	Coffee Break	
15.05 – 16.35	Plenary session 4	U202
16.35 - 17.00	Best Paper Awards Announcement of QMOD 2009	U202

20 August 2008, Wednesday

14.00-14.25 Conference Opening and welcoming addresses. Room: U202

Lars Haikola, Dr. Rector, Lunds University, Campus Helsingborg
Peter Danielsson, Lord Mayor of Helsingborg
Jens J. Dahlgaard, Dr. Professor, conference chair

14.30-16.00 Plenary Session 1. Room: U202

Session Chair: Dr. Prof. Jens J. Dahlgaard (Sweden)

Speakers / Authors	Title
Mohammed Zairi, Professor, Bradford University, UK	Corporate Social Responsibility: A Fresh Perspective and an Integrated Process Model
Su Mi Dahlgaard-Park, Professor, Docent Lunds University, Helsingborg, Sweden	Decoding the Code of Excellence

16.00 - 16.30 Coffee Break

Parallel Sessions 1A. 16.30-18.00 Room: U202

Session Chair: Dr. Prof. Vittorio Cesarotti (Italy)

Corporate Sustainability 1

Speakers / Authors	Title
Tomohiko Sakao, Japan/ Sweden	Quality Engineering for Early Stage of Environmentally Conscious Design
Raine Isaksson & Ulrich Steimle, Sweden	What does GRI-Reporting tell us about Corporate Sustainability?
Samuel Petros Sebhatu, Sweden	Sustainability Performance Measurement for sustainable organizations

Parallel Sessions 1B. 16.30-18.00 Room: C217

Session Chair: Dr. Prof. Lars Grönholdt (Denmark)

Quality Improvements 1

Speakers / Authors	Title
Robert Teehan & Walter Tucker, USA	Operationalizing the Measurement of Failure Demand in Customer Service
Steve Martin & Ivan Arokiam, UK	Organisational Development and the link with Lean for Continuous Quality Improvement
Åke Lönnqvist & Ida Gremyr, Sweden	A Note on Failure Mode Avoidance
Rico Witschas & Ralf Woll, Germany	Improvement of fault diagnostics in processes by modification of FMEA

Parallel Sessions 1C. 16.30-18.00 Room: C218

Session Chair: Dr. Prof. Kristina Zgodavová (Slovakia)

Quality in Education 1

Speakers / Authors	Title
Asma Asrar Qureshi, Usman Mahmood & Ali Sajid, Pakistan	Impact of Quality of Service Delivery in Business Education
Ahmed Ali Qureshi & Saima Afzal, Pakistan	Applications of OD Techniques in Improving the Quality of Education
Javed Ali Memon, Ali Sajid & Moeen Qureshi, Pakistan	Quality Assessment of Academic Initiatives for Higher Education Research in Pakistan
Vatolkina Natalya, Salimova Tatiana & Birukova Ludmila, Russia	Self-Assessment as a Tool for Achieving Excellence in Higher Education

Parallel Sessions 1D. 16.30-18.00 Room: C224

Session Chair: Dr. Prof. Mitsuo Nagamachi (Japan)

Kansei Engineering 1

Speakers / Authors	Title
Antonio Lanzotti, Pietro Tarantino, Giovanna Matrone, Italy	An empirical approach to optimal experimental design selection and data analysis for the synthesis phase of Kansei Engineering
Ebru Ayas & Jörgen Eklund, Sweden	Affective Engineering Approach to Understand Servicescape Effects
Jörg Pareigis, Bo Edvardsson & Bo Enquist, Sweden	The role and design of the service environment in creating favourable customer experiences

19.00-21.00 Welcome Receptions at Helsingborg City Hall

21 August 2008, Thursday

08.45 - 10.15 Plenary Session 2. Room: U202

Session Chair: Dr. Prof. Bo Bergman (Sweden)

Speakers / Authors	Title
Anders Dahlgvig, Group President and CEO, IKEA, Sweden	Ikea's Sustainability Approaches
Bo Edvardsson & Bo Enquist, Dr. Professor, Service Research Center, Karlstad University, Sweden	Values-based service for sustainable business – Lessons from IKEA

10.15 - 10.45 Coffee Break

Parallel Sessions 2A: 10:45 – 12:15, Room: U202

Session Chair: Dr. Prof. Tomohiko Sakao (Japan/Sweden)

Corporate Sustainability 2

Speakers / Authors	Title
Bo Enquist, Bo Edvardsson & Lars-Uno Roos, Sweden	Values-based Service Innovations – A Study in the Truck industry
Andreas C. Georgiou, Katerina Gotzamani, Andreas Andronikidis & George N. Paltayian, Greece	A combined QFD, AHP and ANP approach for quality improvement and capacity expansion in the Greek Banking sector: Some Preliminary Results
Sara Emilsson, Sweden	Rationale for the development of a Swedish local authority-adapted standard supporting sustainability management

Parallel Sessions 2B. 10:45 – 12:15, Room: C217

Session Chair: Dr. Robert Teehan (US)

Quality Improvements 2

Speakers / Authors	Title
Albert Weckenmann & Martin Bookjans, Germany	Virtual Quality Management: 6-Sigma based layout of Quality Orientated Process Models
Mohammad Abdolshah & Rosnah Mohd. Yusuff, Iran	Fundamental elements for the successful performance of Six Sigma projects in service industries
Roy Andersson, Sweden	Lean Six Sigma - A way to make supply chain resilient
Jostein Pettersen, Sweden	Defining Lean Production: Some conceptual and practical issues

Parallel Sessions 2C. 10.45 – 12.15 Room: C218

Session Chair: Dr. Prof. George Bohoris (Greece)

Quality in Education 2

Speakers / Authors	Title
Kristína Zgodavová, Slovakia	Critical Success Factors of Research and Education Process at Slovak Universities
Lorenzo Petretto, Italy	Could Universities Support and Stimulate the New Entrepreneurship? The University of Florence Case
Mia Ljungblom & Raine Isaksson, Sweden	Teaching Leadership for Improvement – a case study in distance learning effectiveness

Parallel Sessions 2D. 10.45 – 12.15 Room: C224

Session Chair: Dr. Prof. Jörgen Eklund (Sweden)

Kansei Engineering 2

Speakers / Authors	Title
Tatsuo Nishino, Shigeru Sugihara & Mitsuo Nagamachi, Japan	Identification of Customers' Latent Kansei Needs and Product Design by Rough Set Based Approach
Shigekazu Ishihara, Keiko Ishihara & Mitsuo Nagamachi, Japan	Developments of Home Electric Appliances with Kansei Ergonomics: Kansei and Kinematic considerations on Washer-Dryer and Electric Shaver
Keiko Ishihara, Shigekazu Ishihara & Yoshihisa Fujiwara, Japan	A development of user interface on a new model of automatic washing-drying machine

12.15 - 13.45 Lunch Break

Parallel Sessions 3A. 13.45 – 15.15 Room: U202

Session Chair: Dr. Prof. Lars Witell (Sweden)

Models of Excellence

Speakers / Authors	Title
George A. Bohoris & Evanthia P. Vorria, Greece	Criteria Requirements of the European Business Excellence Model – A Suggested Approach
Ionnis G. Lionis & Ourania M. Kougioumitzaki, Greece	Identification and analysis of different ways and approaches in measuring and evaluation of organizational excellence
Per Staffan Boström, Sweden	Impact from the Resource-Based Approach on Strategy and Control; A new Framework for Empirical Research based on "European Excellence Model"

Parallel Sessions 3B. 13.45 – 15.15 Room: C217

Session Chair: Dr. Raine Isaksson (Sweden)

Process Management and Improvements

Speakers / Authors	Title
Klara Palmberg, Sweden	In search of well established models and definitions for process management
Adam Hamrol, Agnieszka Kujawska, Maria Pilacinska & Michał Rogalewicz, Poland	The new method of process quality evaluation
Dimitrios Zamanis & George Bohoris, Greece	Framework of Key Processes and Quality Management
Giuliana Pallotta & Pasquale Erto, Italy	A control chart of the Weibull percentiles via Bayesian - Bootstrap approach

Parallel Sessions 3C. 13.45 – 15.15 Room: C218

Session Chair: Dr. Prof. Eamonn Murphy (Ireland)

Quality in Health Care

Speakers / Authors	Title
Eleonora Karassavidou, Niki Glaveli & Chrissoleon T. Papadopoulos, Greece	Health Care Quality in Greek NHS Hospitals: No one knows better than patients
Mattias Elg & Jesper Olsson, Sweden	Strategies for Quality Improvement and Increased Efficiency in Health Care Systems
Ali Sajid, Hina Ali, Mehvish Rashid & Ali Raza, Pakistan	Impact of Process Improvement on Patient Satisfaction in Public Health Care Facility in Pakistan

Parallel Sessions 3D. 13.45 – 15.15 Room: C224

Session Chair: Dr. Prof. Shin'ya Nagasawa (Japan)

Kansei Engineering 3

Speakers / Authors	Title
Kenneth Young & Anders Warell, New Zealand	Exoticness, High-performance, and Luxury: Design of a brand-specific supercar interior using the PPE framework
Tomasso Ingrassia, Elio Lombardo, Vincenzo Nigrelli & Giovanni Sabatino, Italy	Kansei Engineering and Virtual Reality in Conceptual Design
Mamoru Kikuta, Shigekazu Ishihara, Tetsuo Yanese & Keiko Ishihara, Japan	Exploring Texture Pattern Features and Relations to Kansei with 2D FFT – Wallpapers and Dashboard Leather Grain Patterns

15.15 - 15.45 Coffee Break

Parallel Sessions 4A. 15.45 – 17.15 Room: U202

Session Chair: Dr. Prof. Bo Edvardsson (Sweden)

Attaining Excellence and Profitable Growth

Speakers / Authors	Title
Lars Grönholdt & Anne Martensen, Denmark	Driving Profitable Growth: A study of essential management practices
Vittorio Cesarotti & Caterina Spada, Italy	A systematic approach to achieve operational excellence in hotel services
Milan Hutyra, Czech Republic	The Way from Quality Management System to the National Quality Award

Parallel Sessions 4B. 15.45 – 17.15 Room: C217

Session Chair: Dr. R. Refflinghaus (Germany)

From Customer Needs to Attractive Quality Creation

Speakers / Authors	Title
Lars Witell, Martin Löfgren & Anders Gustafsson, Sweden	Attractive Quality Creation: A case study of Microwave Ovens
Ruben Gregorio & Peter Cronemyr, Sweden	Breaking the Customer Code - A Model to Translate Customer Expectations into Specification Limits
Amin Beidokhti, A.H. Rezai, M.A. Saboorynia & Mohammed Abdolshah,	Prioritizing the main influencer factors of service quality by using the hysteresis model; a case study on retail banking

Parallel Sessions 4C. 15.45 – 17.15 Room: C218

Session Chairs: Dr. Prof. Ali Sajid (Pakistan)

TQM, Human Motivation, Personal Values and Emotional Intelligence

Speakers / Authors	Title
Povilas Vanagas, Lithuania	Wage Administration in Total Quality Management
Salvatore Moccia, Italy	The role of personal values in an advanced perspective of Total Quality Management
Qurratulain Zahid & Nasir Wasim, Pakistan	Impact of Emotional Intelligence on Quality of Service in the Software Industry of Pakistan

Parallel Sessions 4D. 15.45 – 17.15 Room: C224

Session Chair: Dr. Anders Warell (New Zealand)

Kansei Engineering 4

Speakers / Authors	Title
Simon Schütte, Petter Krus & Jörgen Eklund, Sweden	Integration of Affective Engineering in Product Development Processes
Taki Kanda, Japan	Studies on Consistency Threshold of <i>Kansei</i> in Paired Comparison
Jens J. Dahlgaard, Sweden	A Model for Profound Affection and Attractive Quality Creation

19.00-23.00 Conference Dinner on the Ferry Tycho Brahe to Elsinore

(Meeting in front of the City hall 18:45. The ferry leaves at 19:10)

22 August 2008, Friday

08.45 - 10.15 Plenary Session 3. Room: U202

Session Chair: Dr. Prof. Jens J. Dahlgaard (Sweden)

Speakers	Title
Lars Haikola, President Lunds University, Campus Helsingborg	Is Science Ethical?
Sören Horn Petersen, CEO Entreprise, Denmark	A Case on Change Management

10.15 - 10.45 Coffee Break

Parallel Sessions 5A. 10.45-12.15 Room: U202

Session Chair: Dr. Marti Casadesus (Spain)

Third Generation Quality Movement and Competence Development

Speakers / Authors	Title
Maeve Fitzpatrick, Eamonn Murphy, Dermot Coughlan, Barbara Sujak-Cyrul, Monika Olejnik, George Bohoris, Oriol Camps, Jostein Petersen, Juan Pablo Tome, Ireland, Greece, Spain, Sweden	Equipping the future quality practitioner given expert characteristics and future manufacturing and e learning developments
José Francisco Ramos Zanca, Osvaldo Luiz Gonçalves Quelhas, Fernando Oliveira de Araujo & Helder Gomes Costa, Brazil	Third Generation Quality Movements: from the <i>stricto sensu</i> technique to organizational sustainability models
Eva Vogt & Petra Winzer, Germany	Assessment of Competences Safeguards Sustainable Quality

Parallel Sessions 5B. 10.45-12.15 Room: C217

Session Chair: Dr. Prof. Federico Brunetti (Italy)

Quality Management, Value Creation and Innovation

Speakers / Authors	Title
Djoko Setijono, Sweden	Value innovation and a cognitive map of stakeholder-oriented quality management
Åsa Rönnbäck, Lars Witell & Bo Enquist, Sweden	Quality Management Systems as a Support for Value Creation
Sebastian Schlund & Nico Müller, Germany	Developing Quality – Management Requirements over the Entire Product Life Cycle

Parallel Sessions 5C. 10.45-12.15 Room: C218

Session Chair: Dr. Wieslaw Urban (Poland)

The Impact of Culture, Political Instability and Employee Satisfaction in the IT Sector of Pakistan

Speakers / Authors	Title
Ali Sajid, Hamid Nasir, Aamir Shehzad & Zeeshan Mehtab, Pakistan	Impact of Culture Based on Human and Soft Issues on Software Quality in Pakistan
Hina Sohrab Kiani, Ali Ahsan, Amama Khurshid & Ali Sajid, Pakistan	Exploring 'Employee Satisfaction' as a Quality and Productivity Enhancement Tool for IT Sector of Pakistan
M. Shahzad Aslam & Ali Sajid, Pakistan	Effect on Organizations and Quality due to Changed Employee Work Behaviors caused by Political Instability in Developing Countries (<i>A case study of Pakistan's ICT sector</i>)

Parallel Sessions 5D. 10.45-12.15 Room: C224

Session Chair: Dr. Prof. Ralf Woll (Germany)

QFD, Customer and Stakeholder weights, Management Systems

Speakers / Authors	Title
R. Refflinghaus & H.-A. Crostack, Germany	Requirements on document management systems – recorded using the Analytic Hierarchy Process and transferred into a Quality Function Deployment
Nadine Schlueter, Tobias Gödde & H.-A. Crostack, Germany	Structuring methods in the run-up of QFD for intralogistic facilities - what seems to be useful for stakeholders?
Jonas Mathis, Katharina Noll & H.-A. Crostack, Germany	Components of a requirement of an intralogistics facility

12.15 - 13.15 Lunch Break

Parallel Session 6A. 13.15 – 14.45 Room: U202

Session Chair: Dr. Prof. Milan Hutrya (Czech Republic)

Management Systems – Sustainable Design of Enterprises

Speakers	Title
Merce Bernardo, Marti Casadesus, Stanislav Karapetrovic & Iñaki Heras, Spain/ Canada	Management Systems: Integration Degrees (Empirical Study)
Gabriele Hoeborn & Petra Winzer, Germany	The Wuppertal Generic Management System Concept – an approach concerning requirement related design of enterprises
Gabriele Hoeborn, Petra Heinich & Petra Winzer, Germany	A Generic Management Concept – a way of sustainable design of enterprises

Parallel Sessions 6B. 13.15 – 14.45 Room: C217

Session Chair: Dr. Prof. Bo Enquist (Sweden)

A New Paradigm on the Relationship between the Firm and the Market, Management Standards, Product Development

Speakers / Authors	Title
Federico Brunetti, Italy	A historical perspective on the relationship between firm and the market – on the threshold of a new paradigm?
Joachim Berner & Martin Molitor, Germany	Improvement of planning quality by the early use of “Quality Design” in the product development process
Sandra Milena Castillo, Martí Casadesús, Stanislav Karapetrovic, Iñaki Heras & Irene Martín, Spain/ Canada	An Empirical Study of the Impact of Management Standards on the Innovation Processes

Parallel Sessions 6C. 13.15 – 14.45 Room: C218

Session Chair: Dr. Prof. Povilas Vanagas (Lithuania)

Impact of Ethical Practices and Organizational Service Orientation (Experiences from Poland and Pakistan)

Speakers / Authors	Title
Usman Mughal, Faisal Bilal & Ali Sajid, Pakistan	Impact of Ethical Practices on Productivity of Software Development Organizations in Pakistan
Maha Syed Ibrahim, Nausheen Sadiq & Ali Sajid, Pakistan	Impact of Ethical practices on Quality of Services of bile Telecom Companies: Case Study of Pakistan
Wieslaw Urban, Poland	Organizational service orientation and its role in service performance formation; evidence from Polish service sectors

Parallel Sessions 6D. 13.15 – 14.45 Room: C224

Session Chair: Dr. Prof. Mattias Elg (Sweden)

Product Development, Quality Measurement, Quality Management Tools

Speakers	Title
Maximilian Pasche, Sweden	Product Complexity Reduction – not only a Strategy Issue
Stefan Waßmuth, Martin Dambon & Gerhard Linß, Germany	Development Methods for Quality Measurement Tools enabled by Open Source Software
Gerhard Linß & Ralf Woll, Germany	Pragmatic Approach for development and application of public domain QM-Tools connected via an integrated data base
Ralf Woll & Maurice Bäsler	Public Domain QM Tools – a viewpoint on development and integration

14.45 - 15.05 Coffee Break

15.05 - 16.35 Plenary Session 4. Room: U202

Session Chair: Dr. Prof. Jörgen Eklund (Sweden)

Speakers	Title
Mitsuo Nagamachi, Professor, Kyushu University, User Science Institute, Japan	A successful statistical procedure on kansei engineering products
Shin'ya Nagasawa, Professor, Waseda Business School, Waseda University, Japan	Seven Tools for New Product Planning: Powerful Tools for Kansei Engineering

16.35 - 17.00 Closing Plenary Session. Room: U202

Session Chair: Dr. Prof. Jens J. Dahlgaard, Conference Chair

Speakers	Title
Dr. Su Mi Dahlgaard-Park Conference Organisational Chair (Sweden)	Best Paper Awards QMOD 2009 Announcement Conference Close

The QMOD Forum: Meeting, Sharing, Learning and Joy!

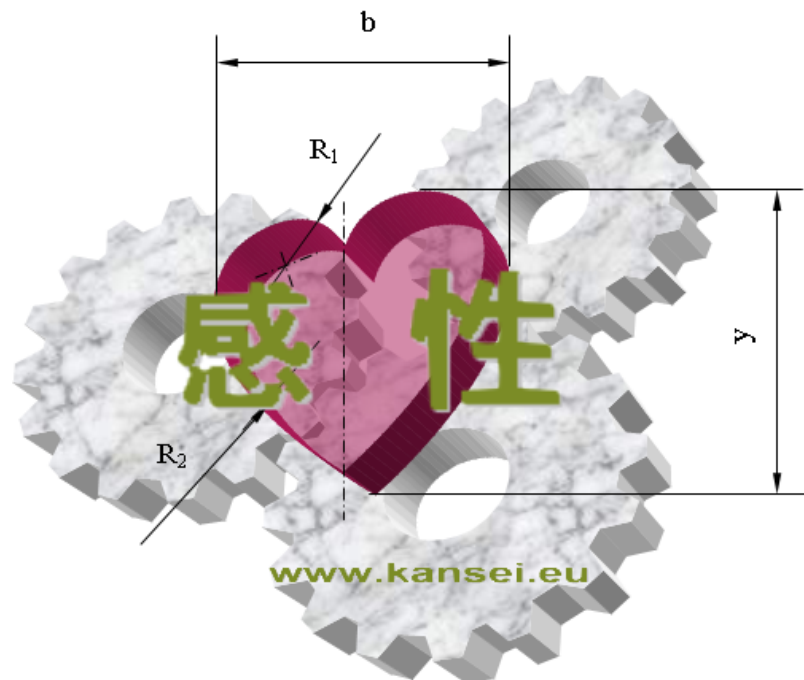




2nd European Conference on Affective Design and Kansei Engineering

20-22 August, 2008

Final Program



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