

# **53rd EOQ Congress 2009**

**Dubrovnik, Croatia  
12-14 May 2009**

**ISBN: 978-1-61738-974-0**

**Printed from e-media with permission by:**

Curran Associates, Inc.  
57 Morehouse Lane  
Red Hook, NY 12571



**Some format issues inherent in the e-media version may also appear in this print version.**

Copyright© (2009) by the European Organization for Quality  
All rights reserved.

Printed by Curran Associates, Inc. (2010)

For permission requests, please contact the European Organization for Quality  
at the address below.

European Organization for Quality  
36-38 Rue Joseph II  
1000 Brussels Belgium

Phone: +32 474 240 800

eoq@eoq-org.eu

**Additional copies of this publication are available from:**

Curran Associates, Inc.  
57 Morehouse Lane  
Red Hook, NY 12571 USA  
Phone: 845-758-0400  
Fax: 845-758-2634  
Email: curran@proceedings.com  
Web: www.proceedings.com

# TABLE OF CONTENTS

<b>Preparation of the Administrative Staff of Successful Businesses Based on Harmonized EOQ Programs</b> .....	1
<i>Nina Aniskina</i>	
<b>Business Crises, Threat and Opportunity for Quality Management</b> .....	10
<i>Juhani Anttila</i>	
<b>The Future of Everything</b> .....	34
<i>Dennis R. Arter</i>	
<b>Cultural Transformation: Measuring and Improving the Culture to Achieve Significant Business Results</b> .....	124
<i>Charles Aubrey</i>	
<b>Competence Approach to Professional Training of Specialists at Factories and Enterprises</b> .....	156
<i>Elena Belkova</i>	
<b>Systems Thinking: The New Frontier in Quality Management</b> .....	159
<i>Tito Conti</i>	
<b>The Next Performance Excellence Frontier Balancing Innovation Types, Risks and Payoffs</b> .....	172
<i>Kostas Dervisiotis</i>	
<b>The Adoption of Environmental Management Systems: A Strategy Towards Sustainability</b> .....	190
<i>Dora Gonçalo</i>	
<b>Methodology of Environmental Management System Process Modeling</b> .....	213
<i>Miroslav Drljača</i>	
<b>Creating a Responsive, Dynamic Public Sector a Criminal Justice System Case Study</b> .....	224
<i>Michael Kaye, Marilyn Dyason</i>	
<b>Systems of Quality Management in the Building Trade: On the Russian Practice</b> .....	241
<i>Tatjana Fedoseeva</i>	
<b>Satellite Navigation As a Component of National Infrastructure</b> .....	248
<i>Renato Filjar</i>	
<b>Triple Alliance for Quality in Society</b> .....	249
<i>Sergio Foguel</i>	
<b>Quality in an Age of Transition - A New Society for the Brave of Heart and Mind</b> .....	251
<i>Sergio Foguel</i>	
<b>Sustainability in Product Design and Manufacturing</b> .....	264
<i>Katarina Gaži-Pavelic</i>	
<b>Quality Management as an Inherent Part of University Management</b> .....	287
<i>Milan Hutyra</i>	
<b>Quality Approach to Healthcare – Fundamentals</b> .....	295
<i>Yoshinori Iizuka, Masahiko Munechika, Satoko Tsuru</i>	
<b>Can We Change Stereotypes and Improve the Quality of Life?</b> .....	335
<i>Marijan Jošt</i>	
<b>Quality and Organizational Improvement in the Crisis Environment</b> .....	336
<i>Petro Kalyta</i>	
<b>Gems: A New Idea for Quality Improvement</b> .....	343
<i>Gopal K Kanji</i>	
<b>Creative Green Collaboration</b> .....	359
<i>Davorin Kralj</i>	
<b>People Can Change the World</b> .....	360
<i>Teresa Correia De Lacerda</i>	
<b>Extended Notion of Quality Respecting the Fundamental Values of the Economy, Environment and Society</b> .....	376
<i>Silvio Leonardi</i>	
<b>Process Oriented Quality Management System</b> .....	378
<i>Alexander Linczényi, Renáta Nováková</i>	
<b>QMS-H : Model for a Quality Management System in Healthcare</b> .....	379
<i>Masahiko Munechika, Satoko Tsuru, Yoshinori Iizuka</i>	
<b>A Management System for Sustainable Development – A New Challenge</b> .....	380
<i>Liliana Nitu, Lucian Nitu</i>	
<b>Why Does Business Need Social Responsibility?</b> .....	389
<i>Evgenia Obodkova</i>	

<b>Examination of Innovative Projects Through the EFQM Model: A New Approach</b> .....	393
<i>Vladimir V. Okrepilov</i>	
<b>Zone of Tolerance and Process Capability in Services</b> .....	410
<i>Rogério Puga-Leal, Zulema Lopes Pereira</i>	
<b>International Trade and Environment - How to Strike a Balance Between Different Objectives</b> .....	425
<i>Signe Ratso</i>	
<b>Total Value Generated by the Enterprise, and Quality Metrics</b> .....	449
<i>Silvio Rubbia</i>	
<b>Business Excellence – The Way to Make Products and Services More Competitive</b> .....	458
<i>Jasminka Samardžija, Filip Fadic</i>	
<b>A Case Study Approach to the Economic Evaluation of ISO 9001 Certification</b> .....	485
<i>Paulo Sampaio, Pedro Saraiva, António Guimaraes Rodrigues</i>	
<b>Global Success of the EOQ / Quality Austria Training Program for Laboratory Quality Managers and Assessors</b> .....	527
<i>Eugenia Soboleva</i>	
<b>A Framework for Structured Clinical Knowledge – PCAPS</b> .....	530
<i>Satoko Tsuru, Yoshinori Izuka, Masahiko Munechika</i>	
<b>Author Index</b>	