



international conference  
quality and service sciences

# 17<sup>th</sup> QMOD–ICQSS

3<sup>rd</sup>–5<sup>th</sup> September, 2014  
Prague, Czech Republic

## PROGRAM

Jointly organized by:

Lund University

Linköping University

University of Economics, VŠE, Prague



Linköping University



LUND  
UNIVERSITY



# Welcome Address from the Founders of QMOD



## Su Mi Dahlgaard-Park & Jens J. Dahlgaard, Dr. Professors QMOD Founders and Conference Chairs

It is our great pleasure to welcome you to the 17<sup>th</sup> QMOD-ICQSS conference, the conference which has become one of the largest scientific conferences in the world within the research fields of Quality and Service Sciences. During the last 17 years the QMOD conferences have been organized in China (1997), Slovenia (1999, 2013), Denmark (2000), Sweden (2001, 2007, 2008), Korea (2002), France (2003), Mexico (2004), Italy (2005, 2009), UK (2006), Germany (2010), Spain (2011) and Poland (2012).

The yearly QMOD conference has 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 'QMOD Community'. Through this forum, we have discussed and shared our latest research, praxis and experiences in order to be able to draw a more accurate picture of organizational and business realities and thereby to improve our diagnostic capabilities of current problems and improvement opportunities. For the 2014 QMOD Conference we have decided to have the following overall theme:

***Entering the Experience Economy – from product quality to experience quality.***

The global society has entered into what might be called the “service economy” or “experience economy”. Services play a significant role, and service infrastructure (in terms of transportation, education, health care, elder care, governmental services, etc.) is the backbone of the service economy. Services now constitute the largest share of the gross domestic product in most countries and provide the major source of employment in both developed and developing countries. Services permeate all aspects of peoples' lives and are becoming more and more important, inseparable from most aspects of economic activity.

“Quality management” (and related managerial issues) has been a dominating managerial practice since the Second World War. With quality management initially tied to and associated with manufacturing industries, one might assume that the importance and relevance of quality management might decrease with the emergence of the service economy. Quite the contrary, the emergence of the service economy only served to strengthen the importance of quality issues. Quality issues no longer are associated only with manufacturing industries but are increasingly applied in all service sectors, as well. Today, we are engaged and concerned not only about product or service quality but the framework of quality have increasingly expanded to quality of experiences, quality of life, and quality of the environment.

Under the overall conference theme around 150 accepted papers from more than 30 countries will be presented during the two and half days' conference program. Those papers cover the multiple aspects of quality – the quality spectrum 'from product quality to experience quality'.

Regardless who you are – a new or an 'old' colleague of the QMOD community – we believe and hope that you will experience a lot of tangible and intangible aspects of quality which can inspire you in your professional career and broaden your life horizon as well.

**The conference is organized under the patronage of the Ministry of Education, Youth and Sports represented by Prof. Ing. Jaromír Veber, CSc.**



**Prof. Ing. Jaromír Veber, CSc.**

Deputy Minister for Research and Higher Education  
University of Economics (VŠE), Prague

## Conference Founders and Chairs

Prof. Su Mi Dahlgaard-Park, Founder and Chair, Lund University, Sweden

Prof. Jens J. Dahlgaard, Founder and Chair, Linköping University, Sweden

## Local Organizing Committee

Ing. Alan Vápeníček, CSc. – DTO CZ, Czech Republic (Local Chair)

Ing. Pavel Hercík, Ph.D. – DTO CZ, Czech Republic

Ing. Zdenka Hofbruckerová, Ph.D. – DTO CZ, Czech Republic

Jana Ivan – DTO CZ, Czech Republic



## National Partner

Quality Council of the Czech Republic

JUDr. Ing. Robert Szurman – Chairman

Prof. Růžena Petříková – Vicechairman

## Cooperating Universities

University of Economics, Prague

The Institute of Hospitality Management in Prague

VŠB - Technical University of Ostrava

## Other Partners

Hyundai Motor Manufacturing Czech

Business School Ostrava

## Local Organizer

DTO CZ, Czech Republic

## Scientific Committee

Prof. Su Mi Dahlgaard-Park, Lund University, Sweden (Chair)

Prof. Jens. J. Dahlgaard, Linköping University, Sweden

All session chairs (see program)

# Cooperating Journals:

**Total Quality Management and Business Excellence**  
(Chief Editor: Prof. Jens J. Dahlgaard)

**International Journal of Quality and Service Sciences**  
(Chief Editor: Prof. Su Mi Dahlgaard-Park)



# Local Cooperating Journals:

**Prosperita**  
**Kvalita**



## University of Economics, Prague (VŠE)

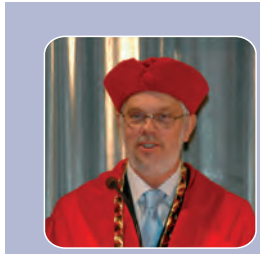


**Prof. Ing. Hana Machková, CSc.**  
Rector

The University of Economics, Prague (Vysoká škola ekonomická v Praze – VŠE) is the leading university in the fields of management, economics and political science in the Czech Republic with almost 20 000 students and 700 pedagogical faculty members. VŠE places a high priority on the development of international relations, and nowadays it has more than 200 partners from Europe, North and South America, Australia, and Asia. The University of Economics, Prague is a member of many international organizations (EFMD, EUA, EIASM, Consortium of International Double Degrees, etc.) and prestigious networks, namely the PIM and CEMS international alliances. The EU Commission awarded VŠE the ECTS and DS labels for the 2009–2016 period.



## The Institute of Hospitality Management in Prague (VŠH)



**Doc. Ing. Václav Vinš, CSc.**  
Rector

The Institute of Hospitality Management in Prague (IHM) was one of the first three private universities accredited in 1999 under the new laws regarding tertiary education. As the first specialized university focusing on the fields of hotels, gastronomy, and the travel and tourism industry, it opened its doors for instruction for the 1999/2000 academic year. Superbly equipped and with a quality pedagogical staff, it now belongs among the oldest and biggest private universities.

The Institute of Hospitality Management currently offers 4 bachelor's and 4 master's programs accredited by the Czech Ministry of Education. For those interested in careers in attractive fields of the service industry, our goal is to offer highly professional preparation in order to facilitate:

- work in middle to upper management in hotel chains and other establishments in the travel and tourism industry;
- doing business in the field of hotels, gastronomy, and travel and tourism;
- securing a management position in numerous other fields.

The development of the school and the growth of possibilities and quality of instruction closely parallel the growth in the number of students, which in the 2013/2014 academic year was more than 1,800. The total number of graduates has passed 5,000, which is concrete proof of increasing interest and the success of these graduates in the ever-demanding job market.

IHM's research and development specialization arises from the school's specific focus on the fields of hospitality, gastronomy, spa industry, tourism, tourism management and marketing communication. Particular attention is paid to cooperation with external experts in the field, and thus IHM has a tool to influence the development of business activities, increasing the quality of service and overall level of education.

IHM publishes its own peer reviewed journal, Czech Hospitality and Tourism Papers Hospitality, Spa, Tourism (ISSN 1801-1535). The Czech Hospitality and Tourism Papers journal puts out articles and analyses by Czech and foreign authors writing about the hotel industry, spa, gastronomy and tourism. Since 2010 the CHTP Journal has been integrated into the EBSCO database of EBSCO Publishing, with its headquarters in Ipswich, Massachusetts, USA.

IHM was awarded the new Erasmus University Charter for the period 2014 – 2020. IHM currently holds contracts with 16 university institutions in 11 member states which annually exchange both students and teachers within the framework of the ERASMUS program.

## VŠB – Technical University of Ostrava



**Prof. Ing. Ivo Vondrák, CSc.**  
Rector

VŠB – Technical University of Ostrava was founded in 1849, and has evolved into a modern institution of higher learning offering university education in technical and economic branches of study based on modern methods with state of the art facilities. Approximately 20.000 students study in seven faculties, as well as in all-University programmes and research centres which include nanotechnology and mechatronics.

- Faculty of Economics
- Faculty of Civil Engineering
- Faculty of Mechanical Engineering
- Faculty of Electrical Engineering and Computer Science
- Faculty of Mining and Geology
- Faculty of Safety Engineering
- Faculty of Metallurgy and Materials Engineering

VŠB-TUO confers academic degrees in bachelor, master and doctoral study programmes, in accordance with the Bologna Declaration and European Credit Transfer Systems, which facilitates mobility of students and teachers, as well as international study recognition.

Research and Development are integral to the activities at VŠB-TUO. Our focus on applied research and close cooperation with industry informs the teaching activities at the University, ensuring relevance in a dynamic international scientific environment.





## Plenary Speakers' and Chairs' Profiles



**Christian Grönroos, Professor, Finland**, is professor of service and relationship marketing at Hanken School of Economics in Finland. He has published extensively on service management and relationship marketing issues. He is, for example, one of the first scholars publishing on productivity management in service organizations. He is also one of the earliest proponents of the service management concept and one of the founders of the approach to service research

which internationally has been labelled the Nordic school of thought. In 2011 he was selected the 11<sup>th</sup> Legend in Marketing by the Sheth Foundation in the US, the first one from outside North America."



**Wan Seon Shin, Professor, Korea**, is professor in the Department of Systems Management Engineering at Sungkyunkwan University, Korea. He is also President of the Korean Society for Quality Management. His teaching and research interests include quality management, service strategy, and strategic decision making. His research has been supported by diverse organizations such as the Korean Agency for Technology and Standards (KATS), The Defense Agency

for Technology and Quality (DTaQ), Korea Telecom (KT), Korea Electrical Power Company (KEPCO), Korea Research Foundation (KRF), Samsung, POSCO, Hana Financial Group, and Kolon Industries.



**Jon Sundbo, Professor, Denmark**, is professor in business administration and innovation at Roskilde University, Denmark. Sundbo has throughout his career been doing research in innovation and entrepreneurship, experience economy, tourism and services and has published articles and books (including "The Theory of Innovation" and "Handbook on the Experience Economy") about these topics. He has particularly studied innovation and entrepreneurship

in services and the experience economy. Sundbo is leader of the innovation research group Innovation in Service and Experience and director of Centre of Service Studies and Centre of Experience Research at Roskilde University.



**Jaroslav Nenadál, Professor, Czech Republic**, he was born in 1946. He is interested in area of quality management more than 30 years. He works as a professor at Department of Quality Management of VŠB – Technical University of Ostrava. His scientific works are oriented especially to effective and efficient implementation of advanced quality management principles, methods and tools. He is member

of Czech Society for Quality Prague, Scientific Board of Faculty of Safety Engineering at VŠB – Technical University Ostrava and Certification body for personal certification ACM DTO CZ Ostrava. He is a representative of VŠB-TUO at European Foundation for Quality Management (EFQM) Brussels. He is author or co- author of 26 books, 108 articles at journals and more than 150 articles at conference proceedings.



**Jens J. Dahlgaard, Professor, Sweden**, is professor at the Division of Quality Technology and Management, Linköping University, Chief-editor of the Total Quality Management and Business Excellence and distinguished visiting professor at Yuan Ze University, Taiwan. Before he joined Linköping University he was a chair professor in Quality Management at Aarhus University, Denmark. He has published

15 books and over 200 research articles. He received many awards among others 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 and the Lancaster Award by American Society for Quality (2005). Professor Dahlgaard is an Academician and previous Vice President of the IAQ (International Academy of Quality). He has lectured in all continents and is active as adviser to many organizations and government bodies in many countries.



**Su Mi Dahlgaard-Park, Professor, Lund University, Sweden**, is professor at Institute of Service Management, Lunds University and distinguished visiting professor at Yuan Ze University, Taiwan. She has published more than 150 research papers and books. She has received Literati Award for Outstanding Paper in 2007, elected as academician of IAQ (International Academy for Quality). Currently she is devoted

as general editor for Encyclopedia of Quality and the Service Economy which is planned to be published in 2015 by Sage publication. She is also serving as chief-editor of the International Journal of Quality and Service Sciences and as associate editor for the Asian Journal on Quality as well as for TQM and Business Excellence. She also serves on the editorial boards of ten renowned research journals. She has lectured in many universities as invited professor and she is often invited as plenary speaker. She serves as adviser in many organizations and is active in conducting executive seminars worldwide.

# QMOD 2014: Program

3 <sup>rd</sup> September 2014, Wednesday					
11:00-17:00	<b>QMOD-ICQSS Registration</b>				
14:00-14:30	<b>Conference Opening, Room: 101 RB</b>				
14:30-15:15	<b>Plenary Session 1, Room: 101 RB</b>				
15:15-15:35	<b>Coffee Break</b>				
15:35-17:05 <b>Parallel Sessions 1</b>	<i>Room 209</i>	<i>Room 210</i>	<i>Room 211</i>	<i>Room 212</i>	<i>Room 213</i>
	Healthcare I	Leadership I	Experience Quality, Eco Design	TQM, CSF, Performance	Big Data Analysis
17:05-17:25	<b>Break</b>				
17:25-18:55 <b>Parallel Sessions 2</b>	Healthcare II	Leadership II	Service Quality I	TQM, Criticisms, Future	Change, Org. Development
19:00-21:30	<b>Welcome Reception (<i>University of Economics</i>)</b>				

4 <sup>th</sup> September 2014, Thursday					
9:00-10:30	<b>Plenary Session 2, Room: 101 RB</b>				
10:30-11:00	<b>Coffee Break</b>				
11:00-12:30 <b>Parallel Sessions 3</b>	<i>Room 209</i>	<i>Room 210</i>	<i>Room 211</i>	<i>Room 212</i>	<i>Room 213</i>
	Healthcare III	Lean	Service Quality II	Excellence Models I	CSR, Sustainability
12:30-14:00	<b>Lunch</b>				
14:00-15:30 <b>Parallel Sessions 4</b>	Healthcare IV, H. Education I, Quality of Life	Lean, Six Sigma	Service Quality III (e-services)	Excellence Models II	Sustainable Development
15:30-16:00	<b>Coffee Break</b>				
16:00-17:30 <b>Parallel Sessions 5</b>	Higher Education II	Cost of Quality, INFO Quality, Preventive Maintenance	Service Quality IV (Co-Creation)	QMS I	Production Q, Risk, Reliability, Inspection
19:30-23:30	<b>Gala Dinner (<i>Karolinum</i>)</b>				

5 <sup>th</sup> September 2014, Friday					
9:00-10:30	<b>Plenary Session 3, Room: 101 RB</b>				
10:30-11:00	<b>Coffee Break</b>				
11:00-12:30 <b>Parallel Sessions 6</b>	<i>Room 209</i>	<i>Room 210</i>	<i>Room 211</i>	<i>Room 212</i>	<i>Room 213</i>
	Higher Education III	SQC, Capability	Service Quality V (Tourism)	QMS II, New Technologies	Innovation and New Product D. I
12:30-13:45	<b>Lunch</b>				
13:45-15:15 <b>Parallel Sessions 7</b>	Higher Education IV	SQC, Design of Experiments	Service Quality VI (Transport)	QMS III	Innovation and New Product D. II
15:15-15:30	<b>Coffee Break</b>				
15:30-16:30	<b>Best paper Awards and QMOD 2015 Announcement, Room: 101 RB</b>				

## 3<sup>rd</sup> September 2014, Wednesday

<b>14:00-14:30</b>	<b>Conference Opening, Room: 101 RB</b>
<p><b>Jens J. Dahlgaard</b>, Prof., Conference Founder and Co-Chair, University of Linköping, Sweden  <b>Jaromír Veber</b>, Prof., Deputy Minister for Research and Higher Education, Ministry of Education, Youth and Sports, Czech Republic  <b>Su Mi Dahlgaard-Park</b>, Prof., Conference Founder and Co-Chair, Lund University, Sweden</p>	
<b>14:30-15:15</b>	<b>Plenary Session 1, Room: 101 RB</b>
<b>Session Chair: Håkan Wiklund</b> , Prof., Sweden	
Wan Seon Shin, Professor Korea	Samsung Electronics' Journey for Quality Excellence

### 15:15-15:35 Coffee Break

<b>15:35-17:05</b>	<b>Parallel Sessions 1</b>
<b>Room 209: Healthcare I: (15:35 – 17:05)</b>	
<b>Session Chairs: Prof. Masahiko Munechika, Japan &amp; Ass. Prof. Johan Lilja, Sweden</b>	
Bozena Poksinska, Malgorzata Fialkowska, Jon Engström, Sweden	Does Lean Healthcare lead to improvement of patient-perceived quality of care?
Malgorzata Fialkowska, Bozena Poksinska, Poland, Sweden	Lean in primary care - a critical appraisal from the service perspective
Maria Crema, Chiara Verbano, Maria Laura Chiozza, Italy	Health lean management and Clinical risk management: first evidences from two cases
Ida Gremyr, Sweden	A note on unwanted variation in healthcare

<b>Room 210: Leadership I (15:35 – 17:05)</b>	
<b>Session Chair: Prof. Gilles Barough, France &amp; Prof. Jaromir Veber, Czech Republic</b>	
Anna Åslund, Ingela Bäckström, Sweden	Factors and leadership behaviours in successful societal entrepreneurships that contribute to customer value
Angelos Pantouvakis, Christos Patsiouras, Maria Karakasnaki, Greece	Exploring the role of Leadership Style on the Service Quality - Customer Satisfaction link: Evidence from the Transport Sector
Kristen Snyder, Sweden	Engaged leaders talk about leading schools as quality organisations in the 21 <sup>st</sup> century?
Ingela Bäckström, Pernilla Ingelsson, Sweden	Do Lean Leaders get healthy co-workers?

## 3<sup>rd</sup> September 2014, Wednesday

<b>Room 211 : Experience Quality, Eco Design (15:35-17:05)</b>	
<b>Session Chair: Prof. Jon Sundbo, Denmark &amp; Ass. Prof. Martina Berglund, Sweden</b>	
Lars Grönholdt, Denmark	Customer Experience Management and Business Performance
Hsin Rau, Taiwan	Eco-Design of Notebook Computers for the Needs of Different Consumer Groups
Xin Chen, Kin Wai Michael Siu, Hongkong, China	Quality Assurance of User Experience Design for Smart Communication in the Context of Lifestyle Transformation

<b>Room 212: TQM, Critical Success Factors, Performance (15:35-17:05)</b>	
<b>Session Chair: Prof. Václav Řepa, Czech Republic &amp; Ass. Prof. Patricia Moura e Sa, Portugal</b>	
Luís Pedro Vilela Pimentel, Portugal	Key Success Factors for Quality Management Implementation
Shih-Lung Fu, Shou-Yan Chou, Chi-Kuang Chen, Chi-Wei Wang, Taiwan	Assessment and Cultivation of Total Quality Management Organizational Culture
Carmen Jaca, Evangelos Psomas, Spain, Greece	Total Quality Management practices and performance outcomes in Spanish service companies
Ching-Chow Yang, Kuo-Chun Tsai, PoTsang B. Huang, Taiwan	The evaluation of critical success factors for good operating constitution

<b>Room 213: Big Data Analysis – quality of information (15:35 - 17:05)</b>	
<b>Session Chair: Prof. Younghyun Park, Korea &amp; Asc. Prof. Inga Lapina, Latvia</b>	
Decheng Wen, Ting Dai, China	The opportunities and challenges brought by the era of big data to quality management
Peter Cronemyr, Mattias Elg, Sweden	The time is right for Fact-Based Decision Making – Applying QM/QC tools to Big Data
Cida Sanches, José O. De Sordi, Samuel F. Junior, Manuel Meireles, Orlando R. da Silva, Brazil	Comparative Study of the Causal Matrix and Causal Determinant
Daniel Carnerud, Sweden	Exploration of text mining methodology through investigation of QMOD-ICQSS proceedings

## 3<sup>rd</sup> September 2014, Wednesday

17:05-17:25: Break

17:25 – 18:55	Parallel Sessions 2
<b>Room 209: Healthcare II (17:15-18:45)</b>	
<b>Session Chair: Asc. Prof. Ida Gremyr, Sweden &amp; Asc. Prof. Christian Krogh, Norway</b>	
Roberta G. Mugion, Laura Di Pietro, Maria F. Renzi, M. Toni, Italy	Quality in the EU Healthcare Sector: state of the art and future perspectives
Natcha Thawesaengskulthai, Patcharin Wongrukmit, Jens J. Dahlgard, Thailand, Sweden	Hospital Service Quality Measurement Models: Patients from Asia, Europe, Australia, and America
Masahiko Munechika, Chisato Kajihara, Masataka Sano, Masaaki Kaneko, Haizhe Jin, Kento Ogawa, Japan, Canada	Development of a Healthcare Business Continuity Management System Model for Protection against Disaster
Inger Gamme, Geir Berg, Norway	Operational Integration in Health Care versus Mass Production

<b>Room 210: Leadership II – ethics, management styles, communication, relationship (17:25-18:55)</b>	
<b>Session Chair: Asc. Prof. Angelos Pantouvakis, Greece &amp; CEO, Ah Bee Goh, Thailand</b>	
Mia Ljungblom, Sweden	How does Lean connect to ethics and leadership – a literature study
Monica Norberg, Sweden	Diversity Management: An approach to combine diversity to commitment
Nurita Juhdi, Malaysia	Management Development Programs and the Aspired Management Style: A Study in Malaysia
Sedigheh Sarah Senmani, Hossein Dadfar, Staffan Brege, Sweden	The Roles of Clusters on Export Performance and Growth of SMEs

## 3<sup>rd</sup> September 2014, Wednesday

### Room 211: Service Quality I (17:25-18:55)

#### Session Chair: Prof. Lars Gronholdt, Denmark & Asc. Prof. Norizah Supar, Malaysia

Ilias Santouridis, Panagiotis Trivellas, Theodora Grigoriou, Greece	Investigating the Impact of Lawyers' Service Quality and Customer Satisfaction on Customer Loyalty
Ching-Chow Yang, Shu-Hsien Tai, Taiwan	Implementation and Effectiveness of Strategic Actions Used to Reduce Employee Variability in the Service Sector
David Moyes, Michele Cano, Joan Scott, Scotland, UK	Testing the Three Rs Model of service quality
Markus Hartono, Hendry Raharjo, Indonesia, Sweden	Exploring the Mediating Role of Affective and Cognitive Satisfaction on the Effect of Service Quality on Loyalty

### Room 212: TQM, Criticisms, Future (17:25-18:55)

#### Session Chair: Prof. Ralf Woll, Germany & Prof. Maria Francesca Renzi, Italy

Gilles Barouch, Stéphane Kleinhans, France	Criticisms of quality management – What can we learn from them?
Behrooz Lahidji, Walter Tucker, USA	The Utility of Quality Concepts in the Public Sector: Literature and Practice
Klas Palm, Johan Lilja, Sweden	From Reducing to Dynamically Managing Operational Deviations in the Service Sector
Simon Wu, H.M. Wee, Chin Lin Wen, Te-Mu Chen, Taiwan	Why Toyota can continuously achieve dramatic success despite its previous global recall crisis?

### Room 213: Continuous Improvements, Change, Organizational Development (17:25-18:55)

#### Session Chair: Prof. Gerson Tontini, Brazil & Ass. Prof. Maria Fredriksson, Sweden

Erik Sundqvist, Fredrik Backlund, Sweden	Continuous improvement in project-based organizations? A management perspective
Johan Lilja, Daniel Richardsson, Sweden	Why is it Suddenly so Easy to Change?
Václav Řepa, Ján Závadský, Czech Republic, Slovakia	Organizational Development through Maturity Management
Eirin Lodgaard, Geir Ringen, Norway	Achieving competitive advantages through successful accomplishment of improvement projects

19:00 - 21:30 WELCOME RECEPTION: Academic Club, University of Economics, Prague

## 4<sup>th</sup> September 2014, Thursday

<b>09:00-10:30</b>	<b>Plenary Session 2, Room: 101 RB</b>
<b>Session Chair: Professor Su Mi Dahlgard-Park, Sweden</b>	
Christian Grönroos, Professor Finland	Service Productivity as a Learning Process
Jon Sundbo, Professor Denmark	The crucial factor for customers: From service quality to experience – and back again?

### 10:30-11:00 Coffee Break

<b>11:00-12:30</b>	<b>Parallel Sessions 3</b>
<b>Room 209: Healthcare III (11:00-12:30)</b>	
<b>Session Chair: Prof. Mattias Elg, Sweden &amp; Asc. Prof. Noor Hazilah Manaf, Malaysia</b>	
Anna Westerlund, Rickard Garvare, Elisabet Höög, Monica E. Nyström, Sweden	The role of a change process facilitating function in a large org. development attempt in a healthcare organization
Luc Honore Petnji Yaya, Frederic Marimon, Marti Casadesus, Spain	Conceptualization and development of perceived service quality in medical care: A Hierarchical model approach
Masataka Sano, Masahiko Munechika, Haizhe Jin, Chisato Kajihara, Masaaki Kaneko, Chikuma Hamada, Japan	Deployment of Functions in Business Continuity Management System in Healthcare
Chisato Kajihara, Masahiko Munechika, Masataka Sana, Haizhe Jin, Japan	Incident Analysis Method Considering Differences between Hospital-prescribed medicines and Patient-Provided Medicines

<b>Room 210: Lean, Social Service, Experience Quality (11:00-12:30)</b>	
<b>Session Chair: Prof. Jiju Antony, UK &amp; Ass. Prof. Pernilla Ingelsson, Sweden</b>	
Jason Canning, Pauline Found, UK	The Effect of Organizational Culture on Resistance in Organizational Change Programmes: A Study of Lean Transformation
Qing Hu, Pauline Found, Sharon Williams, Robert Mason, UK	Lean Thinking and Organisational Learning: how can they facilitate each other?
Erik Drotz, Bozena Poksinska, Sweden	Lean in social services – possibilities and limitations
Stefan Lagrosen, Sweden	Is experience quality relevant for industrial marketing?



## 4<sup>th</sup> September 2014, Thursday

<b>Room 211: Service Quality II (11:00-12:30)</b>	
<b>Session Chair: Prof. Michael Brusch, Germany &amp; Asc. Prof. Ingela Bäckström, Sweden</b>	
Michael Brusch, Marit Eckert, Germany	Measuring Service Quality and Individual Performance Parameters: A SERVQUAL Based Approach in the Hotel Industry
Halil Nadiri, Turkey	Identifying Effects of Businesses' Service Recovery Efforts on Customers' Recovery Satisfaction and Trust
Yvonne Lagrosen, Sweden	Exploring customer perceptions of quality in the wellness sector
Yuen Kum Fai, Thai Van Vinh, Singapore	Defining service quality in the liner shipping sector

<b>Room 212: Excellence Models I (11:00-12:30)</b>	
<b>Session Chair: Prof. Zhen He, China &amp; Prof. Wanseon Shin, Korea</b>	
Roberta G. Mugion, Hendry Raharjo, Henrik Eriksson, Laura Di Pietro, Ida Gremyr, Maria F. Renzi, Italy, Sweden	The relationships between enablers and results in Excellence Models: learnings from Italy and Sweden
Chi-Kuang Chen, Oscar Escobar, Taiwan	A Business Excellence Model for Supply Chain Management
Katarzyna Szczepańska, Dariusz Kosiołek, Poland	Connections between excellence models and the principles of quality management
Marko Kiauta, Slovenia	INTEGRITY of individuals, groups, organizations - BASIS AND RESULT OF QUALITY

<b>Room 213: CSR, Sustainability, Performance (11:00-12:30)</b>	
<b>Session Chair: Prof. Hana Pacaiova, Slovak Republic &amp; Ass. Prof. Fredrik Backlund, Sweden</b>	
Matjaž Maletič, Damjan Maletič, Jens J. Dahlgaard, Su Mi Dahlgaard-Park, Boštjan Gomišček, Slovenia, Sweden	Do corporate sustainability practices enhance financial and market performance? The mediating role of innovation performance
Inga Lapiņa, Irina Frolova, Latvia	Quality management and corporate social responsibility for sustainable development of organization: case of NGO
Raine Isaksson, Sweden	Synergies of quality and sustainability - shared value in the building supply network
Samuel Petros Sebhatu, Bo Enquist, Sweden	Are Corporate Governance and Corporate Social Responsibility having a role for sustainable Service Business? - An explorative study of IKEA, Starbucks and H&M

**12:30-14:00 Lunch**

## 4<sup>th</sup> September 2014, Thursday

<b>14:00-15:30</b>	<b>Parallel Sessions 4</b>
<b>Room 209: Healthcare IV, Higher Education I, Lean-Six Sigma, Quality of Life (14:00-15:30)</b>	
<b>Session Chair: Prof. Håkan Wiklund, Sweden &amp; Prof. Tatiana Corejova, Slovakia</b>	
Hen-Yi Jen, Hou-Tai Chang, Wan-Ling Chen, Tsai-Wen Liu, Chor K. Lim, Chun-Hsing Liao, Taiwan	Combined Lean & Six Sigma Approach: Implementation of Infection Control Bundle Care in a Medical Intensive Care Unit
Jiju Antony, Shirley Coleman, UK	A Lean Six Sigma journey in a UK Higher Education Institute: results achieved to date, key lessons learned and future directions
Annika Nordin, Sweden	How make sense of sense giving? - external change agents make sense of a sector change
Piotr Rogala, Poland	Identifying the determinants of Subjective Quality of Life

<b>Room 210: Lean, Six Sigma (14:00-15:30)</b>	
<b>Session Chair: Prof. Bjarne Bergquist, Sweden &amp; Asc. Prof. Pauline Found, UK</b>	
Evangelos Psomas, Greece	Six Sigma in the services sector - Literature gap and future research avenues
Ulrica Löfstedt, Pernilla Ingelsson, Ingela Bäckström, Lena-Maria Öberg, Sweden	Can Lean improve the status of Technical Communication? - taking a system perspective
Peter Manfredsson, Hannes Göbel, Håkan Torstensson, Sweden	Agility enabling lean: A team based method for flexibility and structure
Hannes Göbel, Stefan Cronholm, Peter Manfredsson, Sweden	LeAgile Management - an IT Service Management Perspective

<b>Room 211: Service Quality III (e-services) (14:00-15:30)</b>	
<b>Session Chair: Prof. Christian Grönroos, Finland &amp; Prof. Ilias Santouridis, Greece &amp;</b>	
Min Zhang, Xujing Dai, Zhen He, China	An empirical investigation of service recovery in e-retailing: Operations management perspective
Gerson Tontini, Júlio César da Silva, Eliane Beduschi, Elis Zanin, Margarete Marcon, Brazil	How quality dimensions of online retail services impact on customer satisfaction and loyalty: a nonlinear point of view
Chang, Hsin Hsin; Fang, Po Wen; Huang, Chien Hao, Taiwan	Information Determinates and Normative Determinates of Online Review on Uncertainty Reduction and Value Perception
Vera Hofer, Raphael Kromer, Germany	Competitive advantage by means of online customer feedback management

## 4<sup>th</sup> September 2014, Thursday

### Room 212: Excellence Models II (14:00-15:30)

**Session Chair: Prof. Chi-Kuang Chen, Taiwan & CEO, Marko Kiauta, Slovenia**

Patrícia Moura e Sá, António Albuquerque, Portugal	Translating the EFQM model to the courts: the development of an assessment guide
Marta Zárraga-Rodríguez, Manuel F. Suárez-Barraza, Carmen Jaca, M. Jesús Álvarez, Elisabeth Viles, Spain, Mexico	Information capability in companies committed to different quality management systems. EFQM vs. ISO 9000.
Cheng Li-ying, Wen De-cheng, China	The Performance Excellence Model in Construction Enterprises: An application study with modeling and analysis
Eva Slaichova, Czech Republic	Evaluation of the results of staff satisfaction in the frame of improving of quality of the organization

### Room 213: Sustainable Development (14:00-15:30)

**Session Chair: Asc. Prof. Raine Isaksson, Sweden & Ass. Prof. Samuel Petros Sebhatu, Sweden**

Chen Ping-Kuo, Chen Chih-Chung, Huang Chiung-En, Taiwan	Operational strategies in service industry of initial stage and moving forward sustainable development stage
Anna Mårtensson, Pernilla Ingelsson, Lena-Maria Öberg, Sweden	Can Lean values contribute to Sustainable Development?
Promporn Wangwacharakul, Martina Berglund, Ulrika Harlin, Sweden	Cross-cultural project management from a quality management perspective
Anna Nagyova, Stefan Markulik, Slovakia	Application of Balanced Scorecard methodology in automotive industry

**15:30-16:00 Coffee Break**

## 4<sup>th</sup> September 2014, Thursday

<b>16:00-17:30</b>	<b>Parallel Sessions 5</b>
<b>Room 209: Higher Education II (16:00-17:30)</b>	
<b>Session Chair: Asc. Prof. Kristen Snyder, Sweden &amp; Asc. Prof. Min Zhang, China</b>	
Kristina Zgodavova, Martin Mizla, Matus Horvath, Slovakia	Cloud based Quality Management System at the university: A feasibility study
Anette Oxenswårdh, Sweden	Understanding of assignment and responsibility through learning process within organizational change
Sangbok Ree, Young Hyun Park, Wanseon Shin, Korea	Study for Improving Lecture Satisfaction using S-NS Diagram
J. Worlitz, S. Peplowsky, R. Woll, Germany	Practical Guide to Project Groups: Presentation of the KoMet teaching concept

<b>Room 210: Cost of Quality, INFO Quality, Preventive Maintenance (16:00-17:30)</b>	
<b>Session Chair: Prof. Walter Tucker, USA &amp; Asc. Prof. Antonio Ramos Pires, Portugal</b>	
Marta Grabowska, Poland	Assessment of the maturity of quality management processes using quality cost analysis
Colin Raßfeld, Falk Behmer, Marie Dürlich, Roland Jochem, Germany	Do Quality Costs Still Matter?
Joanna Kijewska, Rafał Mierzwiak, Poland	The quantitative and synthetic information quality evaluation based on the Grey System theory
Roy Andersson, Peter Manfredsson, Victor Svensson, Sweden	Preventive maintenance is an enabler for operation excellence in support processes

<b>Room 211: Service Quality IV - Customer Involvement, Co-Creation (16:00-17:30)</b>	
<b>Session Chair: Prof. Ernestina Giudici, Italy &amp; Asc. Prof. Terje Slåtten, Norway</b>	
Flemming Sørensen, Jens Friis Jensen, Denmark	Co-creation of tourism place experiences
Petter Stenmark, Johan Lilja, Sweden	Exploring a New Methodology for Customer- Involved Ideation with a Focus on High-Level Needs
Susanne Gustavsson, Elisabeth Kenne Sarenmalm, Sweden	Experience-based co-design projects in paediatric care processes: Parents' perceived quality
Huang Yidan, Samuel Petros Sebhata, Sweden	Contextualization of Value Co-creation in the Endogenous Context: Multiple Cases of Public Transport in Zhengzhou and Chengdu

## 4<sup>th</sup> September 2014, Thursday

<b>Room 212: Quality Management Systems I (16:00-17:30)</b>	
<b>Session Chair: Prof. Decheng Wen, China &amp; Asc. Prof. Bozena Poksinska, Sweden</b>	
S. Peplowsky, M. Neumann, R. Woll, Germany	Acceptance of quality management systems in small and medium-sized enterprises
Gunnar Dahlin, Raine Isaksson, Sweden	Integrated Management Systems – interpretations, results, opportunities
Hsin Hsin Chang, Po Wen Fang; Guei-Hua Huang, Ya Hui Tseng, Taiwan	Building Long-term Partnerships by Certificate Implementation: A Social Exchange Theory Perspective
Maria Fredriksson, Raine Isaksson, Sweden	Making Sense of Quality Philosophies Using Quality Models

<b>Room 213: Production Quality, Risk, Reliability, Inspection (16:00-17:30)</b>	
<b>Session Chair: Prof. Jiří Plura, Czech Republic &amp; Prof. Darja Noskievičová, Czech Republic</b>	
Hana Pačaiová, Jana Namešanská, Slovakia	Quality of Maintenance as a Part of Production Quality
Christian Kern, Robert Refflinghaus, Germany	Assembly-specific database for predicting human reliability in assembly operations
Dionicio Peña Torres, Carlos R. Monroy, Pablo Solana, Javier García-Miguel, Spain	Qualitative Operational Value at Risk for an Electric Utility based on the Guidelines of the Basel Committee
Agnieszka Kujawińska, Katarzyna Vogt, Fryderyk Wachowiak, Michał Rogalewicz, Poland	Analysis of selected factors influencing the effectiveness of visual inspection: Case studies.

**19:30-23:30 GALA DINNER: Karolinum (Carolinum), adress Ovocný trh 3, Prague-Old Town**

## 5<sup>th</sup> September 2014, Friday

<b>09:00-10:30</b>	<b>Plenary Session 3, Room: 101 RB</b>
<b>Session Chair: Professor Ralf Woll, Germany</b>	
Ah Bee Goh, CEO Schaffner EMC Co., Thailand	Coaching workers to embrace ROFO principle before Lean Production implementation
Jaroslav Nenadál, Professor Czech Republic	Comprehensive Quality Assessment of Higher Education Institutions – an Approach and Lessons Learned from Czech Republic

### 10:30-11:00 Coffee Break

<b>11:00-12:30</b>	<b>Parallel Sessions 6</b>
<b>Room 209: Higher Education III (11:00-12:30)</b>	
<b>Session Chair: Prof. Kristina Zgodavová, Slovakia &amp; Prof. Stefan Lagrosen, Sweden</b>	
Ines Dužević, Josip Mikulić, Tomislav Baković, Croatia	An extended framework for analysing higher education performance: The case of Croatia
Manuel F. Suárez-Barraza, Francisco G. Rodríguez-González, Mexico	Bringing Kaizen to the classroom: Lessons learned in an Operations Management Course
Maria J. Manatos, Cláudia S. Sarrico, Portugal	On the integration of quality management in higher education institutions: a systematic literature review
Rostášová Mária, Čorejová Tatiana, Slovakia	Achieving a Functional European Dimension of Education Quality Assurance in Slovak University Conditions

<b>Room 210: Statistical Quality Control, Capability Analysis (11:00-12:30)</b>	
<b>Session Chair: Prof. Robert Refflinghaus, Germany &amp; Prof. Sang Chan Park, Korea</b>	
Eva Jarošová, Darja Noskievičová, Czech Republic	Comparison of Performance of CCC charts
Liang Qu, Yanfen Shang, China	A two-sided chart for monitoring time-between-event
Lv Jie, Wen Decheng, China	Quality Matching Capability Index of Single-paired Quality Characteristics under Different Distributions
Jiří Plura, Karel Nepraš, Pavel Klaput, Czech Republic	Possibilities of Process Capability Analysis in cases of non-normally distributed data

## 5<sup>th</sup> September 2014, Friday

### Room 211: Service Quality V - Tourism (11:00-12:30)

**Session Chair: Asc. Prof. Flemming Sørensen, Denmark & Ass. Prof. Evangelos Psomas, Greece**

Isabel Llodrá-Riera, Maria Pilar Martínez-Ruiz, Ana Jiménez-Zarco, Alicia Izquierdo-Yusta, Spain	Assessing the influence of social media on tourists' motivations and image formation of a destination
Noor Hazilah Abd Manaf, Husnayati Hussin, Puteri Nemie Jahn Kassim, Rokiah Alavi, Zainurin Dahari, Malaysia	MEDICAL TOURISM SERVICE QUALITY...FINALLY SOME EXPERICAL FINDINGS
Angela Dettori, Ernestina Giudici, Italy	The Relationship between Collaboration and Sustainability: The 21 <sup>st</sup> Century Challenge for Tourism firms

### Room 212: Quality Management Systems II, New Technologies (11:00-12:30)

**Session Chair: Asc. Prof. Luis Pimentel, Portugal & Ass. Prof. Piotr Rogala, Poland**

L. Kamenicky, S. Makulik, J. Sinay, Slovakia	Improving organizational processes by linking product models with requirement-based integrated management systems
M. Schröder, Thomas Wiener, S. Schmitt, R. Schmitt, Germany	Improving Quality of Emerging Technologies - Embedding Artificial Neural Networks in Quality Control Loops
T. Bartosz Kalinowski, Poland	Business process maturity in Poland – research results
Andrée Marie López Fernández, Pavlína Poláková, Zamira Burgos Silva, Mexico	Digital Libraries: Doctoral students' perspective in Mexico

### Room 213: Innovation and New Product Development I (11:00-12:30)

**Session Chair: Prof. Heejun Park, Korea & Prof. Hsin Rau, Taiwan**

P. Tursch, C. Schilf, R. Woll, Germany	Innovative product development process by integrating QFD and TRIZ with an example
Thongchai Jeeradist, Natcha Thawesaengkulthai, Thailand	TRIZ for solving service quality and safety contradiction of airline business in Asia
Carmen Jaca, Marta Zárraga-Rodríguez, Cristina Santandreu-Mascarell, M. Jesús Álvarez, Elisabeth Viles, Spain	Analysing practices related to innovation and information systems in innovative Spanish companies through grounded methodology
Nuri Özgür DOĞAN, Turkey	Different and Qualified Product Development: A Case Study in the Food Industry

**12:30-13:45 Lunch**

## 5<sup>th</sup> September 2014, Friday

<b>13:45-15:15</b>	<b>Parallel Sessions 7</b>
<b>Room 209: Higher Education IV (13:45-15:15)</b>	
<b>Session Chair: Prof. Halil Nadiri, Turkey &amp; Prof. Maria Rostášová, Slovakia</b>	
Milena Alič, Slovenia	Do our school programs motivate students for quality? - a case from Slovenia
N. M. Campbell-Allen, New Zealand	The University as 'Service Provider'
Norizah Supar, Malaysia	Management Support and Knowledge Sharing among Academic Staff in Selected Malaysian Higher Educational Institutions and the Effect on Performance
Phanpen Palasai, Sompong Sirisoponsilp, Achara Chandrachai, Thailand	Performance measurement management of higher education in Thailand

<b>Room 210: Statistical Quality Control, Design of Experiments, Test Planning (13:45-15:15)</b>	
<b>Session Chair: Prof. Jaroslav Nenadal, Czech Republic &amp; Ass. Prof. Peter Cronemyr, Sweden</b>	
Yanfen Shang, Jianing Man, China	Change-point Detection in Phase I for Profiles with Binary Data and Random Predictors
D. Speckhardt, N. Schlueter, P. Winzer, Germany	Approach for a systematical test planning for plant manufacturers to improve customer satisfaction
Liangxing Shi, Qiumeng He, Jingyuan Liu, Xiangyu Wang, China	A multivariate measurement system capability analysis for blood routine test: A case study in a hospital
Bjarne Bergquist, Sweden	Analysis of an un-replicated 22 factorial experiment performed in a continuous process

<b>Room 211: Service Quality VI - Transport (13:45-15:15)</b>	
<b>Session Chair: Prof. Bo Enquist, Sweden &amp; Asc. Prof. David Moyes, UK</b>	
Marén Willing, Petra Winzer, Nadine Schlüter, Germany	Use Case-based Reliability Assurance
Chaoren Lu, Samuel Petros Sebhatu, Sweden	The role of policy integration in influencing sustainable public transportation development - A case study of Changzhou BRT system in China
Xiaohong Wang, Samuel Petros Sebhatu, Sweden	Understanding the Role of Value Network for Sustainable Public Transportation in the Emerging Economies - Case Study of Zhengzhou Bus Rapid Transit System
L. Di Pietro, R. Guglielmetti Mugion, Mattia G., M.F. Renzi, M. Toni, Italy	The impact of mobile ticketing on users' behaviour in the public transport



## 5<sup>th</sup> September 2014, Friday

<b>Room 212: Quality Management Systems III (13:45-15:15)</b>	
<b>Session Chair: Prof. Rickard Garvare, Sweden &amp; Asc. Prof. Manuel Suarez, Mexico</b>	
Łukasz Grudzien, Poland	Problem of the information quality in design process documentation of quality management systems
Zhen He, Beina Yin, China	Study on Chinese Consumers' Willingness to Pay for HACCP Certified Food and the Influence Factors
J. Halilovic, S. Peplowsky, C. Hipp, R. Woll, Germany	Generation Y and the search for meaning - Debureaucratizing of business process vs. quality requirement
Lenka Veselovská, Ján Závadský, Zuzana Závadská, Lucia Hudáková, Jaroslav Fábry, Slovakia	The future of linear programming utilization in process optimization: a research paper

<b>Room 213: Innovation and New Product Development II (13:45-15:15)</b>	
<b>Session Chair: Asc. Prof. Hanyi Jen, Taiwan &amp; Ass. Prof. Nuri Özgür Doğan, Turkey</b>	
Waldemar de Freitas Neto, Antonio Ramos Pires, Portugal	Kansei Methodology for the Development and Improvement of Products – Focused on Use
F. Steinberg, B. Rich, R. Woll, Germany	More Illusion than Reality? A First Approach to Assess Perceived Quality Compared to Real Product Experiences
J.-P. Nicklas, P. Winzer, Germany	Approach for using Requirements Engineering in Collaborative Networks
Yongseol Lee, Insu Cho, Heejun Park, Korea	Effect of collaboration quality on MC performance: Empirical evidence from manufacturing SMEs in the Republic of Korea

### 15:15-15:30 Coffee Break

<b>15:30-16:30</b>	<b>Closing Session, Room 101 RB</b>
<b>Professor Su Mi Dahlgaard-Park, Lund University, Sweden</b>	
<b>Professor Jens J. Dahlgaard, University of Linköping, Sweden</b>	
<b>Best Paper Selections and Awards</b>	
<b>QMOD 2015 Announcement</b>	

# CONFERENCE VENUE

## University of Economics (VŠE)

W. Churchill Sq. 4

130 67 Prague 3, Czech Republic

### Plenary session and parallel sessions – VŠE University Campus, Prague

VŠE University Campus is located in the city center, close to Central Railway Station, with good access to transport links. The resort is a modern university complex. The conference will be held in a separate space.

The program of conference will take place in the internal areas of VŠE. Registration of participants in a designated area of the conference will prevent the entry of other persons.

### Entrance view from Italska street



## How to get there:

Bus no. 119 from Terminal 1-Airport stop (Exit D, E, F) and Terminal 2 stop (Exit C, D, E) -> Dejvická (Metro Line A). Time of travel: approx. 25 minutes. Departs every 10 minutes from 4.15 a.m. till 11.30 p.m.

Use subway line A station Dejvická, go 5 stations (10 minutes) to station Museum. Change the line to line C (in direction to Letňany) to Hlavní nádraží (Main railway station) stop. Leave the subway through the lobby of Main Railway station, turn right and straight through the park to the tram station. Take tram no. 9 or 26 to the station Husinecká. Then go across the road and to the right, where is the main building of University of Economics. For conference purposes is only entrance from Italská street (from right side of the building).



Welcome Reception will be held at University of Economics Prague, 3<sup>rd</sup> floor, Academic Club.

## Karolinum (part of Charles University in Prague)

Ovocný trh 3  
Prague 1-Old Town

Karolinum is a National Cultural Monument and the main seat of Charles University. The building has belonged to the university since 1383. One of its most important rooms, where most ceremonies and social events take place, is the Great Hall on the first floor. Its front wall is adorned by a tapestry designed by V. Sychra, which incorporates motifs of the oldest seal of Charles University and excerpts from Charles IV's founding charter of 1348 as well as the symbols of the 4 original university faculties.

Another important architectural feature of the Hall is the Gothic oriel, along with the original university chapel. Also notable are the Small Hall, the Patriotic Hall decorated by portraits of important figures from the university history, the Imperial Hall with portraits of the emperors Maria Theresa, Joseph II and Leopold II by Barbara Kraft-Steiner from 1799 or the cloister with the original Gothic ceiling, now serving as an exhibition space.



Gala Dinner will be held at Karolinum, Ovocný trh 3, Prague-Old Town.  
We have prepared for you guided tours – more information at reception desk.

Tram – Staroměstská or Náměstí republiky • Bus – Staroměstská • Metro A – Staroměstská

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Vysoká škola podnikání



# QMOD 2014: Program

3 <sup>rd</sup> September 2014, Wednesday					
11:00-17:00	QMOD-ICQSS Registration				
14:00-14:30	Conference Opening, Room: 101 RB				
14:30-15:15	Plenary Session 1, Room: 101 RB				
15:15-15:35	Coffee Break				
15:35-17:05 Parallel Sessions 1	Room 209	Room 210	Room 211	Room 212	Room 213
	Healthcare I	Leadership I	Experience Quality, Eco Design	TQM, CSF, Performance	Big Data Analysis
17:05-17:25	Break				
17:25-18:55 Parallel Sessions 2	Healthcare II	Leadership II	Service Quality I	TQM, Criticisms, Future	Change, Org. Development
19:00-21:30	Welcome Reception ( <i>University of Economics</i> )				

4 <sup>th</sup> September 2014, Thursday					
9:00-10:30	Plenary Session 2, Room: 101 RB				
10:30-11:00	Coffee Break				
11:00-12:30 Parallel Sessions 3	Room 209	Room 210	Room 211	Room 212	Room 213
	Healthcare III	Lean	Service Quality II	Excellence Models I	CSR, Sustainability
12:30-14:00	Lunch				
14:00-15:30 Parallel Sessions 4	Healthcare IV, H. Education I, Quality of Life	Lean, Six Sigma	Service Quality III (e-services)	Excellence Models II	Sustainable Development
15:30-16:00	Coffee Break				
16:00-17:30 Parallel Sessions 5	Higher Education II	Cost of Quality, INFO Quality, Preventive Maintenance	Service Quality IV (Co-Creation)	QMS I	Production Q, Risk, Reliability, Inspection
19:30-23:30	Gala Dinner ( <i>Karolinum</i> )				

5 <sup>th</sup> September 2014, Friday					
9:00-10:30	Plenary Session 3, Room: 101 RB				
10:30-11:00	Coffee Break				
11:00-12:30 Parallel Sessions 6	Room 209	Room 210	Room 211	Room 212	Room 213
	Higher Education III	SQC, Capability	Service Quality V (Tourism)	QMS II, New Technologies	Innovation and New Product D. I
12:30-13:45	Lunch				
13:45-15:15 Parallel Sessions 7	Higher Education IV	SQC, Design of Experiments	Service Quality VI (Transport)	QMS III	Innovation and New Product D. II
15:15-15:30	Coffee Break				
15:30-16:30	Best paper Awards and QMOD 2015 Announcement, Room: 101 RB				