

Organization Excellent and Self Assessment through Organization Excellence Model

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Abstract

This paper examines the key strategies for institutionalizing taxation in Nigeria. Using descriptive analysis the paper shows that tax collection in Nigeria is low and inefficient. Bulk of the revenue for financing government activities come from the proceeds from petroleum sales. However, there is prospect for taxation in Nigeria. Therefore, it is argued that taxation can be encouraged and made a national culture if good governance is achieved as the basis for prompt and effective service delivery.

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Index terms— Taxation, Nigeria, Governance, Institution, Service Delivery.
Organization Excellent and Self Assessment through Organization Excellence Model

1 Dr. Mohammad Reza Abasi & Mahdi Esmaeeli

A Abstract -Nowadays, achieving to excellence in organization is necessary because, frequent changes in global markets, has faced organizations with different challenges. The secret of survival in organizations is paying attention to need and expectations of customers and stakeholders. Using of business excellence models is one of the effective methods in getting organization excellence and so, organizations have different approaches. Applying these models, which one of them is using available business excellence model and creating customized excellence models for organizations or specific complexes. Once of the most useful excellence models recently used is EFQM which has been created by European foundation for quality management.

This model as a powerful tool for measuring establishment of systems in various organizations is used. A business excellence model is an answer to these questions: what does a lender organization like? What objectives does it have and what criteria is organization managed based on?

By applying these models, organizations not only can have a self assessment for level of its success in execution of improvement programs in some periods of time but also can have a benchmark about its performance in comparison To other organizations especially the best. Now, majority of large organizations have gotten some state and national award upon EFQM model which have caused their maturity.

In this article, basis and fundamentals and also elements of business excellence are discussed [1].

Keywords : self assessment, European foundation for quality management, business excellence, EFQM.

2 I.

3 INTRODUCTIONS

36 sing a system for evaluation of organizations is very effective to create and development of safe competition in market and also identify the leader organization as a pattern. Organizations need to be managed correctly and 37 wisely with open view to environment, the other hand, increasingly, emersion of large and small competitors in 38 different sections of industry and service, minimizing market, changing definition of organization audience from 39 customer to stakeholder, concentration an supplying need and expectations of stakeholders, causes endeavor for 40 organizational excellence.

4 HISTORY OF ORGANIZATIONAL EXCELLENCE MODELS:

42 organizational excellence models is one of the (best practice) best models for organizations and self assessment,
43 which emphasizes on creation a pram worn for evaluation of organization in respect of achieving organization a
44 excellence level.

45 This model was born in 1950's, and has a totality attitude and makes possible to evaluate some firms, somehow,
46 it can be valuable base for utilization of best practices of leader organizations.

47 On this side, during recent decades, thinkers of management science, relying on leader organizations
48 experiences, continuously have been looking for solutions to improve the situation and movement to excellence.
49 Their studied and researches have led to create tools such as CRM, PM, SIX SIGMA, ISO, BSC, 5S and TQM.

50 FQM has been use widely in Europe and the word, so that now, more than 2000 organizations in Europe and
51 more than 60% of 25 European companies and thousands companies from various small and medium industries
52 apply this model [2], [3].

53 4 History of organizational excellence models:

54 Emersion of excellence models started when GUSE (Japanese union of scientific engineers) invited Dr. Deming
55 who had been having some improvements in field of Quality to present a lecture in 1951 and has been formalized
56 In Japan by registry of an award namely Deming in 1950. this award has been being granted to organizations and
57 individuals have had studies, researcher on TQM and statistic Quality control, or have caused their development
58 and this award also has been being granted in newer section, to operational units who have reached remarkable
59 improvements by applying these quality control tools and TQM. After three decades of Deming award presence in
60 Japan industries owners, economic firms' managers and officials American gently realized, that their capability in
61 competition against Japan has decreased and one after another, American markets in products and services have
62 been being captured by Japanese companies. They obviously realized that instead of pay attention to quality as
63 a necessity for continuous business and in a higher level, successful existence in global competition, there wasn't
64 frequent emphasize on quality in American companies, because managers, didn't believe to quality concept or
65 hadn't enough information on how doing in Published in one of American magazines which considered cause of
66 Japanese progress during some decades after the Second World War these survey and studies, Demur started
67 remarkable effect of Deming award on performance improvement of Japanese companies increasing quality level
68 of their products and services and ultimately capturing international markets by them to industries.

69 Therefore Malcolm Bald ridge, merchant minister of American of this time submitted a suggestion for setting
70 an award to the congress, and finally in 1987, set as rule named "Malcolm Bald ridge" and has being granted
71 from 1988, to excellent and leader organizations in education and health sections. Near the end of 1980' s
72 which Europe economy was in threats of for east spatially Japan, a group of senior managers of 14 European
73 leader organizations namely (Philips, Bt, Fiat, Renault, Sulzer, Volkswagen, Dassault, Electrolux, Klm, Nestle,
74 Olivetti, Bull, Bosch, Cibageigy) gathered to get rid of available risk and find the future leadership. Their wellness
75 and consulting led to establish an independent foundation for quality. A foundation which it is perspective was
76 glorying European companies in the world and its mission was spreading information and presenting management
77 courses and identifying achievements and motivation and admiring passengers of excellence and development rout.

78 So in 1989, European foundation for quality management established and approved by European Union. It
79 was introduced as business excellence in which there was framework for judgment, organization self assessment
80 and finally getting European quality prize. This measure went in precise in 1992. This model indicates stability
81 advantages, which are necessary for an excellence organization.

82 Rapidly European companies paid attention to this model, and it was shown that also both public organizations
83 and small industries like this model and applied it. In 1995, version or EFQM related to public service section
84 published, also in 1996 specific model for small and medium industries developed. In EFQM is originally similar
85 to (Malcolm Bald ridge) and there is no basic difference in basis and between them.

86 In the other words, both of models are under total quality control framework and are tools for establishing
87 system in organizations and measuring level of success in establishing system upon TQM by organizations. The
88 main differences of these models are quality of criteria, marking and executive procedures. In fact, general
89 framework of these models is the same.

90 Among three basic and famous models: Deming, Malcolm Bald ridge, and EFQM, for excellence. EFQM is
91 the most popular around the world.

92 Members of central commitment of EFQM are director manager from European companies. Who are selected
93 for four years and are selected as conservative members for four years which is done annually.

94 Executive commitment also has 20 members of the same companies who not only do so as a representative
95 in total quality, but also present necessary report to control commitment. Members of executive commitment,
96 in fact play a role in and guidance and supporting strategies of business plans, supervising a plans present
97 complete and ultimately developing EFQM. Nowadays, 19 countries are responsible for accruing objectives of
98 these organizations [4]- [6].

99 Leadership model of EFQM is a tool for leadership of organization. Which hasn't got a prescription frame
100 work and is away to excellence or reaching to point in which organization is sure for development in three
101 aspect of quality, innovation and improvement of system in order to supply and enhance of internal and external
102 stakeholders such as investors, employees and society [2].

103 **5 Goals of organizational excellence model**

104 This model as a powerful scientific tool has some goals as follow:

105 A tool is used for self assessment in order to determine organization situation on its way to excellence and
106 helping to understand gap between goals and actual.

107 A way to find familiarity between best practices of other organizations. This is a structure for organization
108 management system.

109 To balance between various stakeholders. To motivate to learn through internal and external optimization.

110 To guide to identify improvable areas. Understand of motivation cause business outputs.

111 It is a base for creation common language and thought fundamental [7].

112 II.

113 **6 LEADERSHIP CONCEPTS**

114 Fundamental concepts of EFQM are eight qualitative concepts which are basis of planning and establishing of
115 quality system and without considering to type and amount of activity and organization size, are applicable for
116 them. These concepts also support organization excellence model. What are come later are fundamental concepts
117 of excellence and also expectable profits for organizations, in case of considering to every concept.

118 **7 a) Achieving Balanced Results**

119 Leadership is just achieving these results surrounding stockholder's benefits.

120 This means to pay attention all of stockholder's points of view depending on their importance who are
121 employees, customers, suppliers, society, shareholders and others who have financial benefits in organization.

122 Expectable advantages of this concept are creation added value for all stakeholders, creation of common
123 concentration and direction organization wide all stakeholders, understanding current and future performance
124 requirement of organization which helps in determination of objectives and stockholders' happiness.

125 **8 b) Adding Value For Customers**

126 Leadership cause sustainable value for customer, meanwhile final judgment on quality of products and services
127 is done by customer, so customer satisfaction is very important. Creation faithfulness in customer and getting
128 market share is just feasible through paying serious attention to current and potential customers.

129 Expectable advantage of this concept are: available acquiescent customers, sustainable success of organization,
130 motivated employees, competitive advantage understanding, high level of customer retaining and getting their
131 trust and increased market share.

132 **9 c) Leadership With Foresight, To Inspire And Honesty**

133 Leadership is just inspire and catholic leadership with honesty and stability in goal. Leadership means goals
134 determination in individual to try in getting organization goals. In a leader organizations, managers in practice
135 and theory are inspires to employees on organization leadership direction and draw precise perspective of
136 organization for them. They move correctly on the way to organization goals and are stable. And prepare
137 atmosphere in which employees can work well.

138 Expectable advantage of this concept are: getting to commitment, motivated and effective labor consistent and
139 pattern behaviors organization with development set of values moralities and sharing them organization wide,
140 development of an obvious identity for organization and its inside, and objective and direction.

141 **10 d) Management Through Processes**

142 Leadership, organization management through systems and processes an organization who wants to be lead,
143 should be managed by set of processes and systems.

144 Expectable advantage of this concept are: increasing liability of organization to the stakeholders, effective
145 risk management and maximize efficiency and effectiveness in achieving organization to its mentioned goals and
146 giving products and services, realistic and effective decision making .

147 **11 e) Success Through Employees**

148 Leadership is maximizing personal taking part and their development an organization who want to be a leader
149 showed maximize personal taking part in affairs. For using all of potential capability of organization empowering
150 employees in doing their duties and creation common values and trust culture in organization is the best.

151 **12 Expectable advantages of this concept are:**

152 Putting potential capability of employees to practice continues improvement of personal capability and
153 performance, under taker and motivated labor, creating dependency to organization goals and aims in
154 employees level, very valuable mental possession and increasing competitive sense through development employees
155 perspective.

156 **13 f) Creativity and innovation development**

157 Leadership is challenging current situation and changing through creativity development and also learning and
158 creating innovation and improvement opportunities. An organization who wants to be leader, should challenge
159 current situation and care much to innovation and creativity in organization. In this organization, individual
160 should transfer your knowledge to others and learning culture means learning and teaching innovation and
161 continuous improvement are basis of all affairs.

162 **14 g) Alliances**

163 Leadership is creation and maintaining of high added value alliances, alliances is a long term business relationship.

164 An organization who wants to be a leader should somehow be a partner for other organizations who create
165 added value for organization in order to get the long term profitable relationship, exchange of knowledge and
166 experiences and trust should be basis of mutual relationship. Expectable advantages of this concept are: increasing
167 survival chance efficiency and effectiveness improvement, optimizing core competences, sharing risks and costs
168 and its reducing for organization, added value for stakeholders and improvement of organization competitive
169 capability.

170 **15 h) Responsibility For Sustainable Future**

171 Leadership is catching up at least law frameworks in which organization acts and also responsible for stakeholders' expectations in society.

173 An organization, who wants to be a leader, should pay much attention to the society and act more than regulations and expectations of society.

175 Considering moralities in work is one of the characteristic of the leader organization.

176 Expectable advantages of this concept are: increasing value of organization brand, healthier and safer, work space improvement in picture of organization in society, risk management and stronger governorship structure, motivated employees, customer faithfulness.

179 More access to financial resources and increasing stakeholders' trust and certainly to organization [8], [9].

180 **16 III.**

181 **17 EXCELLENCE CRITERIA AND SUB CRITERIA**

182 Organizations in which has been set continuous improvement as a basis and value are continuously looking for a non experimental framework for their position and situation.

184 EFQM is as assessment helps an organization to assess correction of affairs and whether it earns fair results or not.

186 This model evaluates whole organization with 9 criteria. In this model it has been presented a relationship between method (result occurrence way) and results (what occurred) and also balance between cause and effect.

188 **18 EFQM model is divided into two sections**

189 A : enablers; including 5 out of 9 criteria and are factors enable organization to reach the best results (result acquiring causes) B : results which are 5 out 9 criteria, they indicate achievement due to good execution of enablers (consequences of cause's emersion)

192 Model structure in three criteria is somehow every criterion is divided into different sub criteria and every sub criteria include special guidance points which help organization in execution of their desirable excellence model [10].

195 In addition, there are 32 criteria in model which 24 results out of 32 sub criteria relate to enablers and 8 out of 32 sub criteria relate to results criteria. Every enabler criteria include 5 sub criteria (else criteria number 2 which include 4 sub criteria) and every one of results criteria includes 2 sub criteria as follow [2]: a) Leadership Excellence leadership sets perspective and mission and facilitates condition for achieving them. Sub criteria related to leadership are: leaders determine perspective, mission, values and ethics in organization and play a role in organization excellence culture. Leaders identify and lead organizational changes. Leader cause motivation in employees and knowledge and support them, leader co operate with customer, business, alliance and society representatives. Leader personally takes part in making sure on creation, development and establishment of management systems and continuous improvement.

204 **19 b) Strategy**

205 Organizations, do their mission and perspective through an intensive strategy and stakeholders and considering market and sector in which they do. Policies, plans, goals and processes are developed and put into practice for acquiring strategies. Sub criteria related strategy is: organization strategy is accomplished through key process framework. Strategy is set, revised and updated. Strategy is based on acquired information of performance measuring, researches, learning and creative activities. Strategy is based on current and future needs and expectations of stakeholders.

211 **20 c) Human Resource**

212 Leader organizations, manage, develop and utilize maximum potential capabilities of their employees in individual
213 team and organization levels. They promote justice and equality and let them participate in affairs and enable
214 them.

215 Sub criteria related to human resource are: human resource are managed and developed, employees knowledge
216 and competences are identified, developed and maintained. Employees participate in organization activities and
217 are enabled.

218 Employees and organization have dialogue; employees are admired and paid attention.

219 **21 d) Resources and Alliances**

220 Leader organizations plan and manage their external alliances and internal resources in order to support policies
221 and strategy and its effective performance. During planning and management of resources and alliances, these
222 organizations balance between current and future organization needs society and environment. Sub criteria
223 related to resources and alliances are: external alliances, financial resources, building, material and equipments,
224 knowledge and information are managed. e) Process, products and services Leader organizations, design, manage,
225 and improve their processes in order to acquiescent customers completely and create added value for them and
226 other stakeholders. Sub criteria related to processes, products and services are: processes are designed and
227 managed systematically. Processes are improved by innovation in case of need, in order to meet the customer
228 requirements completely and create added value for them and other stakeholders. Products and services are
229 designed and produced upon customers' needs and expectations. Products and services are produced, presented
230 and supported. Relationship to customer is managed and reinforced.

231 **22 f) Customers results**

232 Leader organizations measure results related to their customers comprehensively and get them. Sub criteria
233 related to customer results are two indices which one of them is deductive indices indicate deductions and
234 imagery of customer to organization which are acquired through customer comments, focus intensive groups,
235 marking by sellers and considering customers appreciates and complaints, and another is performance indices
236 which are used in organization to demonstrate, understand, predict and own performance improvement in respect
237 to customers and forecasting external customer's deductions. g) Human resources results leader organizations,
238 comprehensively measure remarkable results related to their human resources and get them, sub criteria related to
239 employees are two indices which one of them is deductive indices indicate deductions and imagery of employees
240 to organization which are acquired through feedback and field research, focus intensive groups, interview to
241 employees and structured assessment of employees, some of these indices are: training and development of enabling
242 connections, motivation, equal opportunities, leadership participation, learning opportunities and success, job
243 security, wages and incentives, colleagues relationships, change management, and another is performance indices
244 which are used in organization to demonstrate, understand, predict and own performance improvement in respect
245 to employees and deductions, some of these indices are: achievements, utilization, motivation, participation,
246 satisfaction, assessment, training, rapid response to requests, prepared service to employees, level of requirements
247 and reassignments and employees faithfulness. h) Society results leader organizations, comprehensively measure
248 remarkable results related to society and get them, sub criteria related to society are two indices which one of
249 them is deductive indices indicate deductions and imagery of society to organization which are acquired through
250 feedback and field research, reports, public gatherings, public seminars and governmental references, some of these
251 indices are: organization picture, ethic behavior, connection to responsible, creation equal opportunities, action
252 as responsible citizenship, publishing information related to society, participation in education and training,
253 supporting curing and welfare works, volunteers and philanthropic works, and another is performance indices
254 which are used in organization to demonstrate, understand, predict and improvement of own performance
255 in respect to society and its deductions, some of these indices are: change management in recruitment level,
256 relationships to officials is some cases such as: certificate, import or export, planning, custom clearance, received
257 citations and prizes, exchange of related information and best practices in field of social responsibility, audits
258 and report to society.

259 **23 i) Key results**

260 **24 Leader**

261 organizations, comprehensively measure results related to main elements of strategy and get them, sub criteria
262 related to key results are two indices which one of them is strategic key achievements that are key results,
263 are defined by organizations and are adapted in strategy. some of these indices are: budgeted performance,
264 profitability information related to investment and possessions, general data related to market, and another is
265 key performance indices which are used in organization to demonstrate, understand, predict and improvement of
266 performance key achievements which some of these indices are: cash flow, maintenance and repair costs, project
267 cost, depression, validity, ? [2], [11], [12]. Marking in organization excellence model is done as follows in Fig. 1
268 [12]:

269 **25 SELF ASSESSMENT**

270 Self assessment is a regular, procedure based and comprehensive overview of organization activities and results
271 upon a performance excellence model like EFQM. Self assessment let organization identify its strengths and
272 weaknesses and needed areas for improvement clearly.

273 Self assessment has advantages such as employee's participation to processes improvement in all levels,
274 integrated and coordinated evaluation in major and minor level. Identifying and sharing useful experiences
275 in organization, facilitating benchmark, identifying strengths and weaknesses and areas needed for improvement,
276 coordination and integration among operational and strategic programs [8]. a) Self assessment process Self
277 assessment includes ordinal process as follows:

278 Commitment for doing self assessment, self assessment schematization, building and training self assessment
279 teams, informing and development of self assessment program, doing self assessment development of corrective
280 actions plan, corrective actions.

281 **26 Self assessment approaches in EFQM model**

282 Questionnaire approach is the cheapest method and is done rapidly, this approach in a fine way to collect
283 information about employee's deductions. The simplest kind of this model is using yes/no questionnaires.

284 Matrix diagram approach, this approach needs a little training. This questionnaire evaluates upon personal
285 points of view like questionnaire approach. This approach could be applied in every level of organization four
286 steps of doing this approach are: informing personal marking, consensus meeting, and executive planning b)
287 Workshop approach This approach needs active participation of management team of the unit is doing self
288 assessment. Members of self assessment team collect information and submit to every other in one workshop,
289 then they get consensus through overview and promotion of marking and executive programs. This approach
290 has 5 main elements. They are: training, gathering information, marking workshop, developing improvement
291 executive plans, and overview kind of executive plans promotion.

292 **27 c) Performa approach**

293 This approach is more precise than other approaches, because, more people from different units are engaged in
294 gathering information; in fact one of the methods for decreasing volume of assessment work is developing set of
295 Performa.

296 In this method, one page form could be prepared for every sub criteria; in this case, total report has 32 pages.
297 In this approach the most important factors to success in quality of information.

298 Process simulation approach for winning the prize which is a copy of European quality prize, process could be
299 used for assessment one unit or whole of organization. This approach is done through developing declaration for
300 one unit or whole of organization upon model criteria. One team including trained assessors considers declaration
301 and then determines improvable areas strengths and weaknesses in organization. Marking in this method is very
302 precise [13].

303 RADAR logic for organization assessment based on criteria, there is logic for marking criteria in the core of
304 organization excellence model which is called RADAR logic, including for elements results, approach, deployment,
305 assessment and refinement.

306 This logic tells that an organization, needs to determine results as a part of processes of strategy (these
307 results cover performance of organization in aspects of financial, operational and stakeholders, deductions sides)
308 planning, creation and development integrated set of logical and fair approaches in order to get the current and
309 future needed results, deployment of approaches in a systematic way to ensure their complete execution and
310 over viewing and assessment of approaches and execution of these approaches upon analysis of earned results and
311 current learning activities. Finally by using these assessment and overview needed improvement are identified, set
312 to priorities, planned and executed When an excellence model is used in an organization, it should be considered
313 elements approach, deployment, assessment and overview, logic for marking in every element of enabler criteria
314 and element of results of this logic in every criteria of results section [9], [10].

315 **28 d) Excellence levels in prize**

316 Excellence levels, distinguishes organizations in achieving to excellence and show their success on way to
317 excellence, there are 5 levels as follow:

318 First level : certificate is granted to organization try to assess their performance by an excellence model and
319 categorized activities of own organizations into 9 criteria Second level : citation is granted to organization try to
320 deploy and execute elements of 9 criteria and can earn at least 400 points Third level : finalist which is granted
321 to organization move according to model and is fast and accurate, they also move based on preset tables and
322 programs and can earn at least 550 points Fourth level : prize winners: which is granted to organization pass the
323 processes fast and use accurate reliable and on time information are assessed by quantitative criteria and should
324 get at least 630 points Fifth level : award winner: which is granted to organizations which all of 9 criteria as
325 rules have been deployed and have been being executed and self assessed in a fast, accurate and standard way
326 and they should get at least 700 points [6], [14].

327 V.

328 **29 CONCLUSION**

329 In current competitive global business condition, it is necessary for organizations to be self assessed in order to
330 inform their performance one of the most powerful techniques in this field is organization excellence of EFQM.
331 although assessment of organizations cause to identify weaknesses and help to remove them however it is necessary
332 using management tools for upgrading performance level of organization and helping to it in order to move on
333 excellence way, because the competition language is the same in all of the world and companies have no choice
334 else learning comprehensive organizational management alphabet. Where and activities related to organizational
335 excellence is considered and one of important activities in organizations and will be used as a base of comparison
336 among organizations in the same industry, so organizations are serious that after doing executive steps, to prepare
337 themselves for presence in the national quality or national efficiency and organizational excellence prize process.
338 It is obvious that by using experience of presence in mentioned prize process and in next steps by meeting the
339 requirements and execution improvement plans in company, there will be a nice vista in respect to organizational
excellence goals in front of organization [15]. ¹

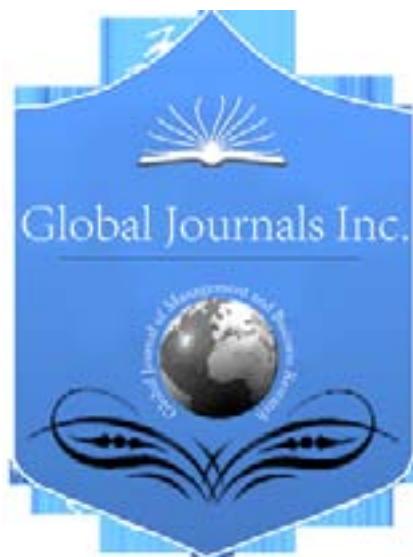
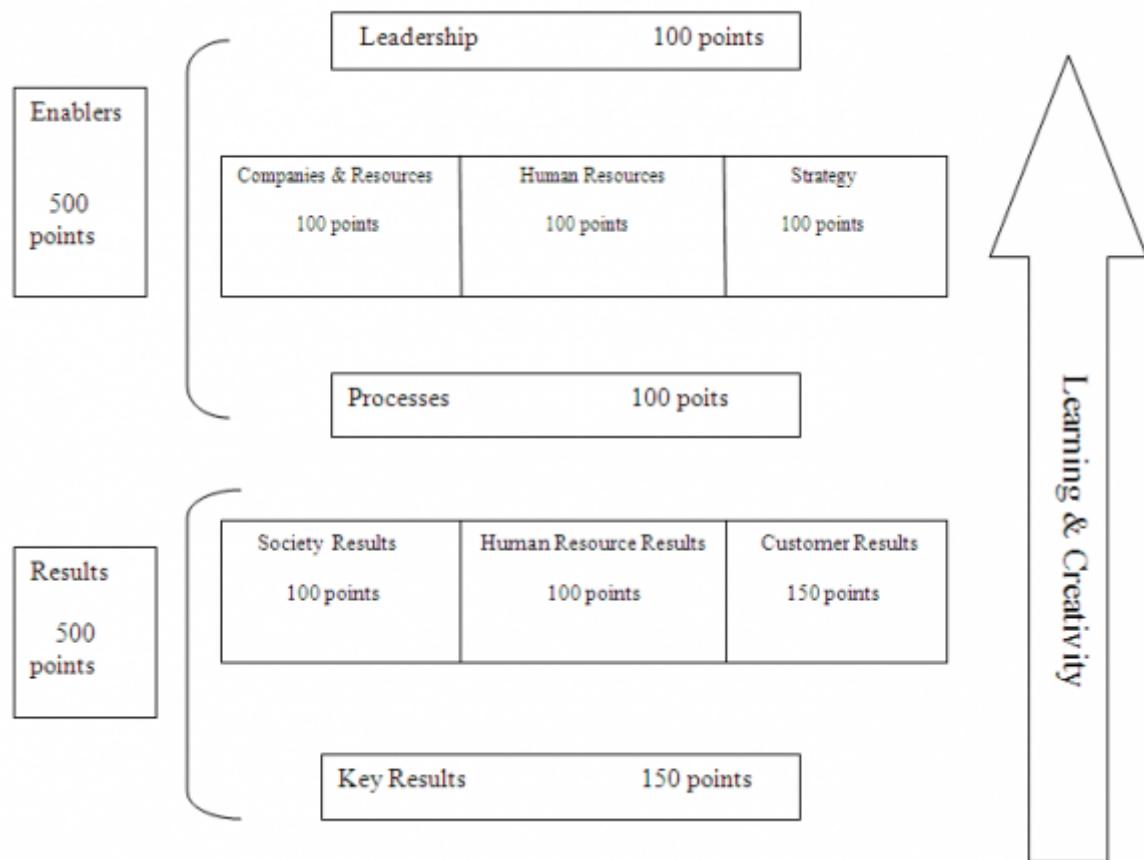


Figure 1:

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Figure 2: Fig. 1 :

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