

Contents

Preface	vii
Chapter 1 Introduction to quality	1
Principles or prescription	1
Needs, requirements and expectations	2
The stakeholders	4
Defining quality	9
The characteristics of quality	11
Summary	19
Chapter 2 Achieving sustaining and improving quality	21
The nature of quality management	21
Goal management or risk management	22
Quality management principles	24
Quality planning (QP)	34
Quality control (QC)	36
Quality improvement (QI)	54
Quality assurance (QA)	60
Level of attention to quality	62
Summary	64
Chapter 3 A systems approach	65
Systems thinking	65
Scope of the system	69
Design of the system	70
Integrated management	72
Summary	75

Chapter 4	Managing quality using ISO 9000	76
	Introduction	76
	Quality management system (development)	82
	Management responsibility	83
	Resource management	85
	Product realization	86
	Measurement, analysis and improvement	87
	Performance improvement	90
	Summary	90
Chapter 5	How ISO 9000 made us think about quality	92
	Introduction	92
	How we think about ISO 9000	93
	How we think about quality management systems	94
	How we think about certification	98
	How ISO 9000 made us move our eye off the ball	103
	How we think about reviews, inspections and audits	106
	Is ISO 9000:2000 any different?	107
	Misconceptions about the ISO 9000 family	108
	Summary	109
Chapter 6	Managing quality using the process approach	110
	A general philosophy of process management	110
	Characteristics of a process	126
	Developing a process-based management system	135
	Summary	150
Chapter 7	Making the case for managing quality more effectively	153
	Identifying the need	153
	Defining the objective	164
	Proving the need	165
	Establishing feasibility	166
	Securing the commitment	171
	Summary	181
Appendix A	Food for thought	183
Appendix B	Glossary	185
	Bibliography	203
	Index	207