

# Contents

List of Figures	xi
List of Tables and Boxes	xiii
Acknowledgements	xv
Preface	xvii
About the Authors	xxi

## **Part One      The Development and Introduction of Total Quality Management (TQM)      1**

<b>Chapter 1</b>	<b>TQM: An Overview and the Role of Management</b>	<b>3</b>
	<b>B. G. DALE, M. PAPALEXI, D. BAMFORD AND A. VAN DER WIELE</b>	
	<i>Introduction</i>	3
	<i>What is Quality?</i>	4
	<i>Why is Quality Important?</i>	11
	<i>The Evolution of Quality Management</i>	15
	<i>The Key Elements of TQM</i>	22
	<i>The Need for Senior Managers to Get Involved in TQM</i>	25
	<i>What Senior Managers Need to Know about TQM</i>	28
	<i>What Senior Managers Need to Do about TQM</i>	29
	<i>Summary</i>	33
	<i>References</i>	33

<b>Chapter 2</b>	<b>The Received Wisdom on TQM</b>	<b>37</b>
	<b>B. G. DALE, M. PAPALEXI, D. BAMFORD AND A. VAN DER WIELE</b>	
	<i>Introduction</i>	37
	<i>Crosby (1926–2001)</i>	37
	<i>Deming (1900–1993)</i>	39

	<i>Feigenbaum (1922–2014)</i>	41
	<i>Juran (1904–2008)</i>	43
	<i>Are the Approaches of these Gurus Different?</i>	44
	<i>Imai (b. 1930)</i>	45
	<i>Ishikawa (1915–1989)</i>	45
	<i>Shingo (1909–1990)</i>	46
	<i>Taguchi (1924–2012)</i>	47
	<i>Japanese-Style Total Quality</i>	48
	<i>Summary</i>	49
	<i>References</i>	50
<b>Chapter 3</b>	<b>The Introduction and a Framework for TQM</b>	<b>53</b>
	B. G. DALE, M. PAPALEXI, D. BAMFORD AND A. VAN DER WIELE	
	<i>Introduction</i>	53
	<i>Change and Continuous Improvement</i>	54
	<i>Forces for Change</i>	55
	<i>How Do Companies Get Started?</i>	57
	<i>Approaches to TQM</i>	58
	<i>A Framework for the Introduction of TQM</i>	60
	<i>Organizing</i>	63
	<i>Systems and Techniques</i>	66
	<i>Measurement and Feedback</i>	67
	<i>Changing the Culture</i>	69
	<i>Use of the Framework</i>	72
	<i>Outcomes</i>	74
	<i>Summary</i>	74
	<i>References</i>	75
<b>Part Two</b>	<b>The Business Context of TQM</b>	<b>77</b>
<b>Chapter 4</b>	<b>Policy Deployment</b>	<b>79</b>
	R. G. LEE, B. G. DALE, I. REID AND D. BAMFORD	
	<i>Introduction</i>	79
	<i>Definitions: Policy Deployment</i>	81
	<i>What is Policy Deployment?</i>	82
	<i>What Policy Deployment is Not</i>	84
	<i>The Policy Deployment Process</i>	85
	<i>A Check-Reflect-Improve-Scrutinize-Pass (CRISP)</i>	
	<i>Approach to Policy Deployment</i>	92
	<i>Summary</i>	97
	<i>References</i>	99

Chapter 5	Quality Costing	101
	B. G. DALE, I. REID AND D. BAMFORD	
	<i>Introduction</i>	101
	<i>Definition and Categorization of Quality Costs</i>	101
	<i>Collecting Quality Costs</i>	105
	<i>Some Cost Aspects in Business</i>	108
	<i>Reporting Quality Costs</i>	110
	<i>Uses of Quality Costs</i>	112
	<i>Summary</i>	116
	<i>References</i>	117
Chapter 6	Managing Service Quality	119
	B. R. LEWIS, I. REID AND D. BAMFORD	
	<i>Introduction</i>	119
	<i>The Service Environment</i>	120
	<i>Defining Service Quality</i>	122
	<i>The Role of Personnel in Service Delivery</i>	128
	<i>Service Delivery</i>	130
	<i>Summary</i>	135
	<i>References</i>	136
Chapter 7	Supplier Development	141
	B. G. DALE, B. BURNES, I. REID AND D. BAMFORD	
	<i>Introduction</i>	141
	<i>Long-Term Issues of Partnership</i>	142
	<i>Barriers to Developing Partnerships</i>	143
	<i>Conditions of Partnership</i>	146
	<i>The Issues to be Considered in Partnership</i>	147
	<i>The Process of Partnership</i>	151
	<i>Potential Difficulties of Operating Partnerships</i>	153
	<i>Summary</i>	154
	<i>References</i>	156
<b>Part Three</b>	<b>Quality Management Systems, Tools and Techniques</b>	<b>159</b>
Chapter 8	Quality Management Systems and the ISO 9000 series	161
	B. G. DALE, B. DEHE AND D. BAMFORD	
	<i>Introduction</i>	161
	<i>What is Quality Assurance?</i>	161

<i>What is a Quality Management System?</i>	162
<i>The Development of Quality Management System Standards</i>	163
<i>The ISO 9000 Series of Standards: An Overview</i>	166
<i>Implementation Guidelines for ISO 9001</i>	168
<i>Quality Management System Assessment and Registration</i>	171
<i>ISO 9000 Series Registration: A Model for Small Companies</i>	172
<i>Benefits and Limitations of the ISO 9000 Series of Standards</i>	175
<i>Summary</i>	179
<i>References</i>	180

<b>Chapter 9</b>	<b>Quality Management Tools</b>	<b>181</b>
	<b>B. G. DALE, B. DEHE AND D. BAMFORD</b>	
	<i>Introduction</i>	181
	<i>Selecting Tools and Techniques</i>	182
	<i>Difficulties and Issues Relating to the Use of Tools and Techniques</i>	186
	<i>Problem-Solving Methodology</i>	187
	<i>Checklists</i>	192
	<i>Flowcharts</i>	192
	<i>Checksheets</i>	193
	<i>Tally Charts and Histograms</i>	195
	<i>Graphs</i>	197
	<i>Pareto Analysis</i>	198
	<i>Cause-and-Effect Diagrams</i>	200
	<i>Scatter Diagrams and Regression Analysis</i>	202
	<i>The Seven Management Tools</i>	202
	<i>Summary</i>	212
	<i>References</i>	213

<b>Chapter 10</b>	<b>Quality Management Techniques</b>	<b>215</b>
	<b>B. G. DALE, B. DEHE AND D. BAMFORD</b>	
	<i>Introduction</i>	215
	<i>Quality Function Deployment</i>	215
	<i>Design of Experiments</i>	224
	<i>Failure Mode and Effects Analysis</i>	226
	<i>Statistical Process Control</i>	234
	<i>Benchmarking</i>	243

**Part Four**

**TQM through Continuous Improvement**

**Chapter 11**

**Teams and Teamwork**

B. G. DALE, J. BAMFORD, D. BAMFORD AND

A. VAN DER WIELE

*Introduction*

*The Role of Teams in Continuous Improvement*

*Types of Teams*

*Evaluation of Teams*

*Team Competition*

*Guidelines for Developing Effective Teams*

*Summary*

*References*

**Chapter 12**

**Self-Assessment, Models and Quality Awards**

B. G. DALE, J. BAMFORD, D. BAMFORD AND

A. VAN DER WIELE

*Introduction*

*Quality, TQM, Strategic Process Improvement and  
Excellence*

*Award Models*

*The Self-Assessment Process*

*Success Factors for Self-Assessment*

*Difficulties with Self-Assessment*

*Summary*

*References*

**Chapter 13**

**Managing Quality: New Challenges**

B. G. DALE, J. BAMFORD, D. BAMFORD AND

A. VAN DER WIELE

*Introduction*

*Developments*

*'Old' Quality Management*

*'New' Quality Management*

*TQM and Strategic Process Improvement in the BRIC*

*Economies*

Chapter 14

<i>Summary</i>	309
<i>References</i>	310
Managing Quality: The Future	311
B. G. DALE, J. BAMFORD, D. BAMFORD AND A. VAN DER WIELE	
<i>Introduction</i>	311
<i>The Importance of Quality</i>	311
<i>Quality Management: A Continuous Process</i>	312
<i>Measuring Progress towards Quality Management</i>	313
<i>Quality Management Issues which Need to be Considered in the Future</i>	317
<i>Summary</i>	320
<i>References</i>	320
Index	321