Contents

Preface to the Second Edition xv

Preface to the First Edition xvii

Authors xxi

1. Introduction to Quality 1
- 1.1 An Historical Overview 1
  - 1.1.1 A Note about "Quality Engineering" 7
- 1.2 Defining Quality 9
  - 1.2.1 Product Quality vs. Service Quality 11
- 1.3 The Total Quality System 11
- 1.4 Total Quality Management 13
- 1.5 Economics of Quality 15
- 1.6 Quality, Productivity, and Competitive Position 16
- 1.7 Quality Costs 17
  - 1.7.1 Categories of Quality Costs 18
    - 1.7.1.1 Prevention Cost 18
    - 1.7.1.2 Appraisal Cost 20
    - 1.7.1.3 Internal Failure Cost 20
    - 1.7.1.4 External Failure Cost 21
  - 1.7.2 Steps in Making a Quality Cost Study 21
  - 1.7.3 Projects Arising from a Quality Cost Study 26
  - 1.7.4 Quality Cost Scoreboard 27
  - 1.7.5 Quality Costs Not Included in the TQC 29
  - 1.7.6 Relationship among Quality Cost Categories 31
  - 1.7.7 Summary of Quality Costs 32
  - 1.7.8 A Case Study in Quality Costs 32
- 1.8 Success Stories 39
- 1.9 Exercise 39
  - 1.9.1 Practice Problems 39
  - 1.9.2 Mini-Projects 43

References 46

2. Statistics for Quality 49
- 2.1 Variability in Populations 49
- 2.2 Some Definitions 50
  - 2.2.1 The Population and a Sample 50
  - 2.2.2 Two Types of Data 51
- 2.3 Quality vs. Variability 52

2.4 Empirical Methods for Describing Populations 53
2.4.1 The Frequency Distribution 53
2.4.1.1 The Histogram 53
2.4.1.2 The Cumulative Frequency Distribution 54
2.4.2 Numerical Methods for Describing Populations 59
2.4.2.1 Calculating the Average and Standard Deviation 61
2.4.3 Other Graphical Methods 61
2.4.3.1 Stem-and-Leaf Diagram 61
2.4.3.2 Box-and-Whisker Plot 63
2.4.4 Other Numerical Measures 64
2.4.4.1 Measures of Location 64
2.4.4.2 Measures of Dispersion 65
2.4.5 Exercise in Empirical Methods 65
2.5 Mathematical Models for Describing Populations 67
2.5.1 Probability 67
2.5.1.1 Definition of Probability 68
2.5.1.2 Computing the Probability of an Event 69
2.5.1.3 Theorems on Probability 72
2.5.1.4 Counting the Sample Points in a Sample Space 80
2.5.2 Exercise in Probability 85
2.5.3 Probability Distributions 87
2.5.3.1 Random Variable 87
2.5.3.2 Probability Mass Function 89
2.5.3.3 Probability Density Function 91
2.5.3.4 The Cumulative Distribution Function 92
2.5.3.5 The Mean and Variance of a Distribution 93
2.5.4 Some Important Probability Distributions 96
2.5.4.1 The Binomial Distribution 96
2.5.4.2 The Poisson Distribution 99
2.5.4.3 The Normal Distribution 101
2.5.4.4 Distribution of the Sample Average $\bar{X}$ 109
2.5.4.5 The Central Limit Theorem 110
2.5.5 Exercise in Probability Distributions 111
2.6 Inference of Population Quality from a Sample 113
2.6.1 Definitions 114
2.6.2 Confidence Intervals 115
2.6.2.1 CI for the μ of a Normal Population When σ Is Known 115
2.6.2.2 Interpretation of CI 116
2.6.2.3 CI for μ When σ Is Not Known 117
2.6.2.4 CI for σ^2 of a Normal Population 118
2.6.3 Hypothesis Testing 120
2.6.3.1 Test Concerning the Mean μ of a Normal Population When σ Is Known 121

2.6.3.2 Why Place the Claim Made about a Parameter in H_1? 123
2.6.3.3 The Three Possible Alternate Hypotheses 124
2.6.3.4 Test Concerning the Mean μ of a Normal Population When σ Is Not Known 125
2.6.3.5 Test for Difference of Two Means When σs Are Known 127
2.6.4 Tests for Normality 129
2.6.4.1 Use of the Normal Probability Plot 129
2.6.4.2 Normal Probability Plot on the Computer 130
2.6.4.3 A Goodness-of-Fit Test 133
2.6.5 The *P*-Value 134
2.6.6 Exercise in Inference Methods 135
2.6.6.1 Confidence Intervals 135
2.6.6.2 Hypothesis Testing 136
2.6.6.3 Goodness-of-Fit Test 137
2.7 Mini-Projects 137
References 142

3. Quality in Design 143
3.1 Planning for Quality 143
3.1.1 The Product Creation Cycle 143
3.2 Product Planning 144
3.2.1 Finding Customer Needs 145
3.2.1.1 Customer Survey 146
3.2.2 Quality Function Deployment 150
3.2.2.1 Customer Requirements and Design Features 152
3.2.2.2 Prioritizing Design Features 153
3.2.2.3 Choosing a Competitor as Benchmark 154
3.2.2.4 Targets 154
3.2.3 Reliability Fundamentals 155
3.2.3.1 Definition of Reliability 156
3.2.3.2 Hazard Function 156
3.2.3.3 The Bathtub Curve 158
3.2.3.4 Distribution of Product Life 161
3.2.3.5 The Exponential Distribution 161
3.2.3.6 Mean Time to Failure 162
3.2.3.7 Reliability Engineering 165
3.3 Product Design 166
3.3.1 Parameter Design 166
3.3.2 Design of Experiments 167
3.3.2.1 2^2 Factorial Design 168
3.3.2.2 Randomization 170
3.3.2.3 Experimental Results 171
3.3.2.4 Calculating the Factor Effects 172

3.3.2.5 Main Effects 173
3.3.2.6 Interaction Effects 174
3.3.2.7 A Shortcut for Calculating Effects 175
3.3.2.8 Determining the Significance of Effects 175
3.3.2.9 The 2^3 Design 178
3.3.2.10 Interpretation of the Results 182
3.3.2.11 Model Building 183
3.3.2.12 Taguchi Designs 184
3.3.3 Tolerance Design 185
3.3.3.1 Traditional Approaches 185
3.3.3.2 Tolerancing According to Dr. Taguchi 186
3.3.3.3 Assembly Tolerances 187
3.3.3.4 The RSS Formula 188
3.3.3.5 Natural Tolerance Limits 191
3.3.4 Failure Mode and Effects Analysis 191
3.3.5 Concurrent Engineering 195
3.3.5.1 Design for Manufacturability/Assembly 196
3.3.5.2 Design Reviews 197
3.4 Process Design 197
3.4.1 The Process Flow Chart 198
3.4.2 Process Parameter Selection: Experiments 200
3.4.3 Floor Plan Layout 204
3.4.4 Process FMEA 205
3.4.5 Process Control Plan 205
3.4.6 Other Process Plans 205
3.4.6.1 Process Instructions 205
3.4.6.2 Packaging Standards 207
3.4.6.3 Preliminary Process Capabilities 207
3.4.6.4 Product and Process Validation 207
3.4.6.5 Process Capability Results 208
3.4.6.6 Measurement System Analysis 208
3.4.6.7 Product/Process Approval 208
3.4.6.8 Feedback, Assessment, and Corrective Action 208
3.5 Exercise 209
3.5.1 Practice Problems 209
3.5.2 Mini-Projects 212
References 214

4. Quality in Production—Process Control I 217
4.1 Process Control 217
4.2 The Control Charts 218
4.2.1 A Typical Control Chart 219
4.2.2 Two Types of Data 221
4.3 Measurement Control Charts 221
4.3.1 $\bar{X}$- and R-Charts 222

4.3.2 A Few Notes about the $\overline{X}$- and R-Charts 228
4.3.2.1 The Many Uses of the Charts 228
4.3.2.2 Selecting the Variable for Charting 229
4.3.2.3 Preparing Instruments 230
4.3.2.4 Preparing Check Sheets 230
4.3.2.5 False Alarm in the $\overline{X}$-Chart 231
4.3.2.6 Determining Sample Size 231
4.3.2.7 Why 3-Sigma Limits? 232
4.3.2.8 Frequency of Sampling 233
4.3.2.9 Rational Subgrouping 233
4.3.2.10 When the Sample Size Changes for $\overline{X}$- and R-Charts 235
4.3.2.11 Improving the Sensitivity of the $\overline{X}$-Chart 236
4.3.2.12 Increasing the Sample Size 236
4.3.2.13 Use of Warning Limits 238
4.3.2.14 Use of Runs 238
4.3.2.15 Patterns in Control Charts 240
4.3.2.16 Control vs. Capability 240
4.3.3 X and S-Charts 242
4.4 Attribute Control Charts 245
4.4.1 The P-Chart 245
4.4.2 The C-Chart 248
4.4.3 Some Special Attribute Control Charts 251
4.4.3.1 The P-Chart with Varying Sample Sizes 251
4.4.3.2 The nP-Chart 254
4.4.3.3 The Percent Defectives Chart ($100P$-Chart) 255
4.4.3.4 The U-Chart 255
4.4.4 A Few Notes about the Attribute Control Charts 258
4.4.4.1 Meaning of the LCL on the P- or C-Chart 258
4.4.4.2 P-Chart for Many Characteristics 259
4.4.4.3 Use of Runs 259
4.4.4.4 Rational Subgrouping 259
4.5 Summary on Control Charts 262
4.5.1 Implementing SPC on Processes 263
4.6 Process Capability 268
4.6.1 Capability of a Process with Measurable Output 268
4.6.2 Capability Indices C_p and C_{pk} 269
4.6.3 Capability of a Process with Attribute Output 274
4.7 Measurement System Analysis 275
4.7.1 Properties of Instruments 275
4.7.2 Measurement Standards 277
4.7.3 Evaluating an Instrument 279
4.7.3.1 Properties of a Good Instrument 279
4.7.3.2 Evaluation Methods 279
4.7.3.3 Resolution 280

4.7.3.4 Bias 283
4.7.3.5 Variability (Precision) 284
4.7.3.6 A Quick Check of Instrument Adequacy 287
4.8 Exercise 289
4.8.1 Practice Problems 289
4.8.2 Mini-Projects 293
References 296

5. Quality in Production—Process Control II 297
5.1 Derivation of Limits 298
5.1.1 Limits for the $\bar{X}$-Chart 298
5.1.2 Limits for the *R*-Chart 301
5.1.3 Limits for the *P*-Chart 302
5.1.4 Limits for the *C*-Chart 303
5.2 Operating Characteristics of Control Charts 304
5.2.1 Operating Characteristics of an $\bar{X}$-Chart 304
5.2.1.1 Computing the OC Curve of an $\bar{X}$-Chart 305
5.2.2 OC Curve of an *R*-Chart 307
5.2.3 Average Run Length 309
5.2.4 OC Curve of a *P*-Chart 312
5.2.5 OC Curve of a *C*-Chart 313
5.3 Measurement Control Charts for Special Situations 315
5.3.1 $\bar{X}$- and *R*-Charts When Standards for μ and/or σ are Given 315
5.3.1.1 Case I: μ Given, σ Not Given 316
5.3.1.2 Case II: μ and σ Given 316
5.3.2 Control Charts for Slow Processes 319
5.3.2.1 Control Chart for Individuals (*X*-Chart) 320
5.3.2.2 Moving Average and MR Charts 322
5.3.2.3 Notes on Moving Average and Moving Range Charts 324
5.3.3 The Exponentially Weighted Moving Average Chart 326
5.3.3.1 Limits for the EWMA Chart 331
5.3.4 Control Charts for Short Runs 333
5.3.4.1 The DNOM Chart 333
5.3.4.2 The Standardized DNOM Chart 335
5.4 Topics in Process Capability 339
5.4.1 The C_{pm} Index 340
5.4.2 Comparison of C_p, C_{pk}, and C_{pm} 341
5.4.3 Confidence Interval for Capability Indices 342
5.4.4 Motorola's 6σ Capability 344
5.5 Topics in the Design of Experiments 349
5.5.1 Analysis of Variance 349
5.5.2 The General 2^k Design 355
5.5.3 The 2^4 Design 356

5.5.4 2^k Designs with Single Trial 357
5.5.5 Fractional Factorials: One-Half Fractions 359
5.5.5.1 Generating the One-Half Fraction 361
5.5.5.2 Calculating the Effects 361
5.5.6 Resolution of a Design 362
5.6 Exercise 369
5.6.1 Practice Problems 369
5.6.2 Mini-Projects 372
References 373

6. Managing for Quality 375
6.1 Managing Human Resources 375
6.1.1 Importance of Human Resources 375
6.1.2 Organizations 376
6.1.2.1 Organization Structures 376
6.1.2.2 Organizational Culture 378
6.1.3 Quality Leadership 380
6.1.3.1 Characteristics of a Good Leader 380
6.1.4 Customer Focus 381
6.1.5 Open Communications 383
6.1.6 Empowerment 385
6.1.7 Education and Training 387
6.1.7.1 Need for Training 387
6.1.7.2 Benefits from Training 388
6.1.7.3 Planning for Training 388
6.1.7.4 Training Methodology 390
6.1.7.5 Finding Resources 391
6.1.7.6 Evaluating Training Effectiveness 392
6.1.8 Teamwork 392
6.1.8.1 Team Building 393
6.1.8.2 Selecting Team Members 393
6.1.8.3 Defining the Team Mission 393
6.1.8.4 Taking Stock of the Team's Strength 394
6.1.8.5 Building the Team 394
6.1.8.6 Basic Training for Quality Teams 395
6.1.8.7 Desirable Characteristics among Team Members 396
6.1.8.8 Why a Team? 397
6.1.8.9 Ground Rules for Running a Team Meeting 397
6.1.8.10 Making the Teams Work 398
6.1.8.11 Different Types of Teams 399
6.1.8.12 Quality Circles 400
6.1.9 Motivation Methods 401
6.1.10 Principles of Management 402
6.2 Strategic Planning for Quality 402
6.2.1 History of Planning 402

6.2.2 Making the Strategic Plan 404
6.2.3 Strategic Plan Deployment 405
6.3 Exercise 407
6.3.1 Practice Problems 407
6.3.2 Mini-Project 408
References 408

7. Quality in Procurement 409
7.1 Importance of Quality in Supplies 409
7.2 Establishing a Good Supplier Relationship 410
7.2.1 Essentials of a Good Supplier Relationship 410
7.3 Choosing and Certifying Suppliers 411
7.3.1 Single vs. Multiple Suppliers 411
7.3.2 Choosing a Supplier 412
7.3.3 Certifying a Supplier 413
7.4 Specifying the Supplies Completely 414
7.5 Auditing the Supplier 415
7.6 Supply Chain Optimization 416
7.6.1 The Trilogy of Supplier Relationship 417
7.6.2 Planning 417
7.6.3 Control 418
7.6.4 Improvement 419
7.7 Using Statistical Sampling for Acceptance 420
7.7.1 The Need for Sampling Inspection 420
7.7.2 Single Sampling Plans for Attributes 422
7.7.2.1 The Operating Characteristic Curve 422
7.7.2.2 Calculating the OC Curve of a Single Sampling Plan 423
7.7.2.3 Designing an SSP 426
7.7.2.4 Choosing a Suitable OC Curve 426
7.7.2.5 Choosing a Single Sampling Plan 428
7.7.3 Double Sampling Plans for Attributes 431
7.7.3.1 Why Use a DSP? 432
7.7.3.2 The OC Curve of a DSP 432
7.7.4 The Average Sample Number of a Sampling Plan 434
7.7.5 MIL-STD-105E (ANSI Z1.5) 436
7.7.5.1 Selecting a Sampling Plan from MIL-STD-105E 438
7.7.6 Average Outgoing Quality Limit 447
7.7.7 Some Notes about Sampling Plans 451
7.7.7.1 What Is a Good AQL? 451
7.7.7.2 Available Choices for AQL Values in the MIL-STD-105E 451
7.7.7.3 A Common Misconception about Sampling Plans 452

7.7.7.4 Sampling Plans vs. Control Charts 452
7.7.7.5 Variable Sampling Plans 452
7.8 Exercise 453
References 454

8. Continuous Improvement of Quality 457
8.1 The Need for Continuous Improvement 457
8.2 The Problem-Solving Methodology 458
8.2.1 Deming's PDCA Cycle 458
8.2.2 Juran's Breakthrough Sequence 459
8.2.3 The Generic Problem-Solving Methodology 461
8.3 Quality Improvement Tools 464
8.3.1 Cause-and-Effect Diagram 465
8.3.2 Brainstorming 466
8.3.3 Benchmarking 467
8.3.4 Pareto Analysis 471
8.3.5 Histogram 472
8.3.6 Control Charts 474
8.3.7 Scatter Plots 476
8.3.8 Regression Analysis 479
8.3.8.1 Simple Linear Regression 479
8.3.8.2 Model Adequacy 481
8.3.8.3 Test of Significance 482
8.3.8.4 Multiple Linear Regression 487
8.3.8.5 Nonlinear Regression 489
8.3.9 Correlation Analysis 490
8.3.9.1 Significance in Correlation 491
8.4 Lean Manufacturing 493
8.4.1 Quality Control 496
8.4.2 Quantity Control 497
8.4.3 Waste and Cost Control 498
8.4.4 Total Productive Maintenance 499
8.4.5 Stable, Standardized Processes 500
8.4.6 Visual Management 500
8.4.7 Leveling and Balancing 502
8.4.8 The Lean Culture 504
8.5 Exercise 504
8.5.1 Practice Problems 504
8.5.2 Term Project 8.1 506
References 507

9. A System for Quality 509
9.1 The Systems Approach 509
9.2 Dr. Deming's System 510
9.2.1 Long-Term Planning 511
9.2.2 Cultural Change 512

9.2.3 Prevention Orientation 512
9.2.4 Quality in Procurement 513
9.2.5 Continuous Improvement 513
9.2.6 Training, Education, Empowerment, and Teamwork 514
9.3 Dr. Juran's System 518
9.3.1 Quality Planning 519
9.3.2 Quality Control 522
9.3.3 Quality Improvement 523
9.4 Dr. Feigenbaum's System 527
9.5 Baldrige Award Criteria 530
9.5.1 Criterion 1: Leadership 533
9.5.2 Criterion 2: Strategic Planning 534
9.5.3 Criterion 3: Customer Focus 535
9.5.4 Criterion 4: Measurement, Analysis, and Knowledge Management 537
9.5.5 Criterion 5: Workforce Focus 538
9.5.6 Criterion 6: Process Management 540
9.5.7 Criterion 7: Results 541
9.6 ISO 9000 Quality Management Systems 543
9.6.1 The ISO 9000 Standards 543
9.6.2 The Eight Quality Management Principles 544
9.6.3 Documentation in ISO 9000 545
9.7 ISO 9001:2008 Requirements 546
9.7.1 Quality Management System (4) 547
9.7.2 Management Responsibility (5) 548
9.7.3 Resource Management (6) 551
9.7.4 Product Realization (7) 552
9.7.5 Measurement, Analysis, and Improvement (8) 558
9.8 Six Sigma System 561
9.8.1 Six Themes of Six Sigma 562
9.8.2 The 6σ Measure 563
9.8.3 The Three Strategies 565
9.8.4 The Two Improvement Processes 566
9.8.5 The Five-Step Road Map 566
9.8.6 The Organization for the Six Sigma System 569
9.9 Summary of Quality Management Systems 569
9.10 Exercise 571
9.10.1 Practice Problem 571
9.10.2 Mini-Projects 573
References 573

Appendix 1 575

Appendix 2 587

Index 595