

PLANNING

THE BASICS OF PLANNING

WHAT IS PLANNING?
REASONS FOR PLANNING
DEFINING THE PLANNING PROCESS
PRINCIPLES OF PLANNING
EXAMPLES
MANAGEMENT CONSIDERATIONS

FINE TUNING THE PROCESS

FACTORS AFFECTING THE NEED
FOR PLANNING
MANAGING THE PLANNING PROCESS
SCHOOLS OF THOUGHT ON PLANNING
THE IMPACT OF GENERIC STRATEGIES
AND STRUCTURES
ALTERNATIVE END STATES IN PLANNING

PARADOXES, PITFALLS AND IMPLEMENTATION DIFFICULTIES

PARADOXES OF STRATEGIC PLANNING
PITFALLS TO BE AVOIDED
IMPLEMENTATION DIFFICULTIES

CONCLUSION

MANAGEMENT CONTROL

DEFINITION OF MANAGEMENT CONTROL

EVOLUTION OF MANUFACTURING MANAGEMENT CONTROL SYSTEMS

MANAGEMENT CONTROL CONCEPTS

THE ORGANIZATIONAL
CONTROL PROCESS

THE MANUFACTURING CONTROL PROCESS

MANUFACTURING MANAGEMENT
ACCOUNTING

LEVELS OF MANUFACTURING CONTROL

OVERVIEW OF CURRENT CONTROL SYSTEMS AND TECHNOLOGIES

MANUFACTURING RESOURCE PLANNING

JUST-IN-TIME

TOTAL QUALITY

COMPUTER-INTEGRATED MANUFACTURING

ISSUES FACING MANUFACTURING

ENTERPRISES AND EVOLVING
TECHNOLOGIES

SUMMARY

PLANNING AND ANALYSIS OF MANUFACTURING INVESTMENTS

INVESTMENT ANALYSIS AS PART OF A STRATEGIC DECISION

BUSINESS STRATEGY
MANUFACTURING STRATEGY
FUNCTIONALITY OF
MANUFACTURING SYSTEMS
EVOLUTION OF
MANUFACTURING SYSTEMS
QUALITATIVE DECISION ANALYSIS
OPERATIONAL PLANNING

DYNAMIC MODELING OF MANUFACTURING SYSTEMS

ROUGH-CUT ESTIMATION OF
SYSTEM PERFORMANCE
HIGH-RESOLUTION ESTIMATION OF
SYSTEM PERFORMANCE

ECONOMIC TRANSLATION

SELECTION OF THE
BENCHMARK ALTERNATIVE
INCREMENTAL COMPARISON
OF ALTERNATIVES

DECISION ANALYSIS

A MONTE CARLO TECHNIQUE
TO CAPTURE DEVIATION
A GAME THEORY TECHNIQUE FOR
DEALING WITH RISK
EXPECTED VALUE
DECISION TREES

CAPITAL INVESTMENT ANALYSIS EXAMPLE

BUSINESS STRATEGY

MANUFACTURING STRATEGY

OPERATIONAL PLAN

CONVENTIONAL FINANCIAL ANALYSIS

DYNAMIC MODELING

ECONOMIC TRANSLATION OF THE MODEL

**PUTTING QUANTITATIVE DATA
ON THE DECISION TREE**

INVESTMENT DECISION

APPENDIX A—FINANCIAL ANALYSIS OF INVESTMENTS

THE COST OF CAPITAL

COMPOUND INTEREST

**TRADITIONAL CAPITAL
INVESTMENT ANALYSIS**

THE MAPI METHOD

**INVESTMENT ANALYSIS BASED ON CASH
FLOWS AND THE COST OF CAPITAL**

**TWO EXAMPLES OF SIMPLE
CAPITAL INVESTMENT PROJECTS**

APPENDIX B—THE COMPOSITE COST OF CAPITAL

COST OF DEBT

COST OF EQUITY

COMPOSITE COST OF CAPITAL

INFLATION AND THE COST OF CAPITAL

APPENDIX C—CASH FLOWS

DEFINING CASH FLOWS

DEALING WITH CASH FLOWS

RESIDUAL VALUE AS A CASH FLOW

ESTIMATING CASH FLOWS

COST ESTIMATING AND CONTROL

COST RECOVERY

TYPES OF COSTS
COST CENTERS
COMPONENTS OF LABOR/
OVERHEAD RATES

THE BUDGETING PROCESS

DIRECT LABOR DETERMINATION
EXPENSE RATE DETERMINATION
INDIRECT MANUFACTURING COST
G&A DETERMINATION
HOURLY RATE DETERMINATION
BUDGETING FOR INDIRECT LABOR
COST CENTERS
BUDGETING ON AUTOMATED
WORKCENTERS

THE COST ESTIMATING PROCESS

REQUIRED INPUT DATA
ESTIMATING MATERIAL COSTS
ESTIMATING LABOR COSTS
THE COST ESTIMATE GRID
TYPES OF COSTING SYSTEMS

THE COST REVIEW PROCESS

ESTABLISHING A REVIEW DATE
COLLECTING JOB EXPENDITURES
ESTIMATING WORK YET
TO BE COMPLETED
MERGING FISCAL INFORMATION ON THE
COST ESTIMATE GRID

LEARNING CURVES

CURVE PARAMETERS AND TYPES
CURVE CONSTRUCTION PROCEDURE
INTEGRATING LEARNING CURVES INTO
THE COST ESTIMATE
REALIZATION FACTORS
ASSUMPTIONS AND THE EFFECTS
OF FORGETTING

PHILOSOPHY AND CULTURE OF MANUFACTURING MANAGEMENT

FIDUCIARY RESPONSIBILITIES

ANCIENT CULTURES
EVOLVING SOCIAL SYSTEMS
USE OF PROPERTY
INDUSTRIAL REVOLUTION
NATURAL LAWS
THE FREE ENTERPRISE SYSTEM
OWNERSHIP AND FREEDOM
GOVERNMENT OWNERSHIP PERMITS
CURRENT CONDITIONS

SOCIAL OBLIGATIONS

BUSINESS AND SOCIETY
SOCIAL RESPONSIBILITY
OPPORTUNITIES FOR
SOCIAL RESPONSIBILITY
OPPORTUNITIES FOR THE
MANUFACTURING MANAGER
PROBLEMS IN MEETING
SOCIAL RESPONSIBILITY
A BALANCED VIEW

ETHICS FOR MANUFACTURING MANAGERS

ETHICS IN BUSINESS
BUSINESS STANDARDS
RELIGION AND PHILOSOPHY
PHILOSOPHICAL FOUNDATIONS
REASONS FOR IMPORTANCE
TIME VARIANCES
INTERNATIONAL BUSINESS
CODES
MANAGERS' ROLE IN ETHICS
MANAGEMENT TRAINING
CHARACTER DEVELOPMENT
CONCLUSION

ORGANIZATION

VIEWS OF THE ORGANIZATION

TRADITIONAL VIEW
ORGANIZATION AS DELEGATION
ORGANIZATION AS A
BEHAVIOR SYSTEM
ORGANIZATION AS A MULTI-
DIMENSIONAL SOCIAL ENTITY

ORGANIZATIONAL STRUCTURES

FORMAL STRUCTURES
INFORMAL STRUCTURES
ORGANIZATIONAL SUBUNITS

ORGANIZATIONAL STRUCTURE DESIGN

TRADITIONAL APPROACH
SITUATIONAL APPROACH
EVALUATION BY EFFECTIVENESS
EVALUATION BY EFFICIENCY

MANAGEMENT OF THE ORGANIZATION

CENTRALIZATION-DECENTRALIZATION
LINE AND STAFF
SPAN OF MANAGEMENT
MANUFACTURING MANAGEMENT
AND ORGANIZING

MANUFACTURING LEADERSHIP

THEORIES OF LEADERSHIP

TRAIT THEORY
LEADER BEHAVIOR
SITUATIONAL THEORIES

MOTIVATION

CONTENT THEORIES
PROCESS THEORIES
BEHAVIORIST AND GOAL-SETTING
THEORIES

GROUPS AND GROUP BEHAVIOR

STANDARDS OF CONDUCT
GROUP DECISION MAKING

COMMUNICATION

CONCLUSIONS

MANAGEMENT OF TECHNOLOGY

CONCEPTS

TECHNOLOGY MANAGEMENT
LIFECYCLE
TECHNOLOGY SELECTION MODEL
MANAGEMENT ACTION MODEL
GUIDELINES

TECHNOLOGY PLANNING

OPPORTUNITY IDENTIFICATION
OPPORTUNITY ASSESSMENT
MANAGEMENT PLANNING TOOLS

TECHNOLOGY SELECTION

“TO BE” SYSTEM DEFINITION
TECHNOLOGY REVIEW
SYSTEM SPECIFICATION
SYSTEM VERIFICATION
MAKE/BUY DECISION
TECHNOLOGY PLANNING UPDATE

TECHNOLOGY APPLICATION

PRELIMINARY DESIGN
DETAILED DESIGN
IMPLEMENTATION
ACCEPTANCE TESTING
SUPPORT

WORKFORCE DEVELOPMENT

JOB ANALYSIS

PURPOSES FOR JOB ANALYSIS
AND DESCRIPTION
WHY JOB ANALYSIS IS IMPORTANT
JOB ANALYSIS: TOOLS AND TECHNIQUES
SUMMARY

RECRUITMENT AND SELECTION

RECRUITMENT
SELECTION

NEW EMPLOYEE ORIENTATION

TEAM DEVELOPMENT

FORMING
NORMING
STORMING
PRODUCING
ENDING
SUMMARY

TRAINING AND RETRAINING

TRAINING VS. EDUCATION
ECONOMIC DIMENSIONS OF TRAINING
AND RETRAINING
TRAINING STRATEGIES
TRAINING RESOURCES

CONTINUING AND ADULT EDUCATION

DELIVERY SYSTEMS FOR ADULT
AND CONTINUING EDUCATION
NONTRADITIONAL ALTERNATIVES
TO HIGHER EDUCATION
IMPLICATIONS TO MANAGERS

SUMMARY

WORKFORCE MANAGEMENT

COMPENSATION

FACTORS INFLUENCING COMPENSATION
HOURLY RATE PAY PROGRAMS
SALARY PROGRAMS
SUMMARY

BENEFITS AND SERVICES

BENEFITS
SERVICES¹³

WORK SCHEDULING

COMPUTERIZED FACTORY SYSTEMS
WORKFORCE HOURS
SHIFT SCHEDULING

MOTIVATION AND COMMUNICATION

PSYCHOLOGICAL FACTORS
AND APPROACHES
MOTIVATIONAL PROGRAMS
COMMUNICATIONS

PERFORMANCE STANDARDS AND THEIR USE IN CONTROLLING FACTORY OPERATIONS

SETTING PERFORMANCE STANDARDS
CONTROLLING FACTORY OPERATIONS

IMPROVING PROBLEM SOLVING AND PRODUCTIVITY*

PROBLEM RECOGNITION
PROBLEM DEFINITION OR SPECIFICATION
DEVELOPING CAUSES
TESTING FOR MOST PROBABLE CAUSE
VERIFICATION
CONCLUSION

PERFORMANCE IMPROVEMENT AND COST REDUCTION PROGRAMS

PERFORMANCE APPRAISAL AND REVIEW

COMPANY POLICIES

PERSONAL CONDUCT
EMPLOYEE RELATIONS POLICY
HOUSEKEEPING
SHOP RULES
DISCIPLINE
POSITIVE DISCIPLINE
MANAGEMENT RIGHTS
ABSENTEEISM
SUBSTANCE ABUSE
COMPLAINTS AND GRIEVANCES

MANAGING IN UNION AND NONUNION ENVIRONMENTS

MANAGING IN A NONUNION ENVIRONMENT
METHODS FOR COMMUNICATING FACTS
ABOUT UNIONIZATION
MANAGING IN A
UNION ENVIRONMENT
SUMMARY

SUMMARY AND CONCLUSIONS

LEGAL ENVIRONMENT FOR LABOR RELATIONS

RIGHTS OF EMPLOYEES

SECTION 7 RIGHTS
THE UNION SHOP
THE RIGHT TO STRIKE

EMPLOYEE REPRESENTATION

THE COLLECTIVE BARGAINING PROCESS

UNFAIR LABOR PRACTICES OF MANAGEMENT

INTERFERENCE WITH EMPLOYEES'
RIGHT TO ORGANIZE
ILLEGAL ASSISTANCE AND
SUPPORT OF UNIONS
DISCRIMINATION AGAINST EMPLOYEES
FAILURE TO BARGAIN
IN GOOD FAITH

UNFAIR LABOR PRACTICES OF UNIONS

COERCION OF EMPLOYEES
CAUSING AN EMPLOYER
TO DISCRIMINATE
REFUSAL TO BARGAIN IN GOOD FAITH
ENGAGING IN
ILLEGAL STRIKES
OR BOYCOTTS

THE ENFORCEMENT OF THE LABOR MANAGEMENT RELATIONS ACT

PROCEDURE BEFORE THE BOARD
AUTHORITY AND POWER
OF THE NATIONAL
LABOR RELATIONS BOARD

ARBITRATION

WAGE AND HOUR LEGISLATION

FAIR EMPLOYMENT PRACTICES

**EQUAL EMPLOYMENT
OPPORTUNITY COMMISSION
PROCEDURE AND REMEDIES
PROHIBITED PRACTICES**

EMPLOYEE BENEFITS

MANAGEMENT CONCERNS FOR OCCUPATIONAL SAFETY AND HEALTH

HISTORICAL DEVELOPMENT OF INDUSTRIAL SAFETY IN THE U.S.

ORGANIZED LABOR
SAFETY ORGANIZATION
DEVELOPMENT OF
ACCIDENT PREVENTION

SAFETY LEGISLATION

THE OCCUPATIONAL SAFETY
AND HEALTH ACT
OCCUPATIONAL SAFETY AND
HEALTH ADMINISTRATION
NATIONAL INSTITUTE FOR
OCCUPATIONAL SAFETY AND HEALTH
EMPLOYER AND EMPLOYEE DUTIES
UNDER THE OSHA Act
OSHA HAZARD COMMUNICATION
STANDARD
OSHA RECORDKEEPING REQUIREMENTS
WORKPLACE INSPECTION
VIOLATIONS
CITATIONS AND PENALTIES
EMPLOYER PREPARATION FOR A
CONTESTED CASE

MANAGEMENT POLICY TOWARD SAFETY

ECONOMIC REASONS FOR
SAFETY PROGRAM
MANAGEMENT STRATEGIES FOR SAFETY
RESPONSIBILITIES OF MANAGEMENT

HEALTH AND SAFETY PROGRAM FUNDAMENTALS

THE SAFETY PROFESSIONAL
SAFETY AND HEALTH COMMITTEES
SAFETY TRAINING
NEW EMPLOYEE TRAINING
METHODS OF SAFETY TRAINING
OSHA TRAINING REQUIREMENTS

HAZARD ANALYSIS AND ACCIDENT PREVENTION PROGRAMS

HAZARD ANALYSIS
COST EFFECTIVENESS WITH
GENERAL HAZARD EVALUATION
WORKPLACE HAZARD ANALYSIS
DETAILED HAZARD ANALYSIS
CONTROL OF HAZARDS
HAZARD CONTROL METHODS
SAFETY INSPECTIONS

ACCIDENT INVESTIGATIONS AND REPORTS

WHEN TO INVESTIGATE
WHO PARTICIPATES
WHAT TO INVESTIGATE
THE ACCIDENT REPORT

SUPERVISORY PLANS FOR EMERGENCIES

FIRE
FIRST AID¹
OTHER EMERGENCY PROCEDURES

AN OVERVIEW OF WORKER'S COMPENSATION

MODERN WORKER'S COMPENSATION
OBJECTIVES AND CHARACTERISTICS OF
WORKER'S COMPENSATION
ADMINISTRATION OF
WORKER'S COMPENSATION
POTENTIAL EMPLOYER LIABILITIES

INFORMATION SOURCES

DESIGN FOR MANUFACTURE

DESIGN BASICS

THE DESIGN PROCESS

GOVERNING CHARACTERISTICS

NEED FOR CHANGE AND CHANGING NEEDS

ORGANIZATIONAL AND
PROCEDURAL ISSUES

COST REDUCTION, QUALITY
AND PRODUCTIVITY

FLEXIBILITY

MAINTAINING OPTIONS

PROCESS-DRIVEN DESIGN

THE DFM APPROACH

A DFM PROCESS

IMPERATIVES FOR EFFECTIVE DFM

IMPLEMENTING THE DFM IMPERATIVES

As shown in Fig. 13.10, the design implementation is

DFM METHODOLOGIES AND TOOLS

DFM PRINCIPLES AND RULES

DFM GUIDELINES

APPLYING THE GUIDELINES

QUANTITATIVE EVALUATION METHODS

ROBUST DESIGN

TOOLS FOR PROCESS-DRIVEN DESIGN

COMPUTER-AIDED DFM

TRADITIONAL DESIGN METHODOLOGIES

COMPARISON OF DFM METHODOLOGIES

STANDARDS AND CERTIFICATION

HISTORICAL BACKGROUND

DEVELOPMENT OF STANDARDS

INTERNATIONAL STANDARDS AND CERTIFICATIONS

COMPANY STANDARDS PROGRAM

JUSTIFICATION

ORGANIZATION AND PERSONNEL

INTERNAL STANDARDS DEVELOPMENT

EXTERNAL STANDARDS DEVELOPMENT

CERTIFICATION

COMMUNICATIONS

JUST-IN-TIME MANUFACTURING

JIT THEMES AND MODULES

JIT THEMES

PLANNING AND ASSESSING

ORGANIZATION

AWARENESS AND EDUCATION

HOUSEKEEPING

QUALITY IMPROVEMENT

UNIFORM PLANT LOAD

PROCESS FLOW

SET-UP AND CHANGEOVER REDUCTION

THE PULL SYSTEM

SUPPLIER NETWORK INTEGRATION

JIT PROGRAM PHASES

DIAGNOSTIC REVIEW

CONCEPTUAL DESIGN ACTIVITIES

IMPLEMENTATION PLANNING

IMPLEMENTATION

CONTINUOUS IMPROVEMENT

COMPUTER-INTEGRATED MANUFACTURING

INTRODUCTION

DEFINITION OF CIM

DRIVING FORCES FOR CIM
INDUSTRIES IN THE FOREFRONT OF
CIM IMPLEMENTATION

CIM TECHNOLOGIES

BEGINNING THE PRODUCT CYCLE
MANUFACTURING
THE PRODUCT
PLANNING AND CONTROLLING THE
MANUFACTURING PROCESS

CONNECTING THE ISLANDS
OF AUTOMATION

MAP/TOP

PLANNING FOR CIM

JUSTIFYING CIM

BENEFITS OF CIM

CIM AND FIFTH-GENERATION MANAGEMENT*

FIVE GENERATIONS

CLASH IN LOGICS: CIM I AND CIM II

TROUGH OF CONFUSION

THE LONG TRANSITION PROCESS

MANUFACTURING: A CHANGING CONTEXT

FIVE THREADS

THE MANAGEMENT CONTEXT THREAD

TENTATIVE CONCLUSIONS

PROJECT MANAGEMENT

TASK OF THE PROJECT MANAGER

RESPONSIBILITIES

COMMON DIFFICULTIES

PROJECT PLANNING

STATEMENT OF OBJECTIVES

TASK PLANNING

RESOURCE REQUIREMENTS

PROJECT BUDGETING

MANAGEMENT PLAN

PROJECT EXECUTION AND CONTROL

PROJECT CONTROL TOOLS

DIRECTING THE PROJECT

PROJECT REVIEWS

REPORTING AND COMMUNICATIONS

CLOSING OUT THE PROJECT

EXAMPLE OF PROJECT MANAGEMENT IMPLEMENTATION

PROJECT DESCRIPTION

PROJECT ORGANIZATION

PROJECT MANAGEMENT TOOLS

PROJECT EXECUTION

CONCLUSION

LEGAL ENVIRONMENT

CONTRACTS

INTELLECTUAL PROPERTY PROTECTION

LIABILITY

FACILITIES PLANNING

SITE SELECTION

PLANNING/PROJECT JUSTIFICATION
MACROECONOMIC ANALYSIS
COMMUNITY AND SITE ANALYSIS

PLANT LAYOUT

ECONOMIC IMPACT
FACILITY ARRANGEMENTS
LAYOUT FUNDAMENTALS
COMPUTERIZED FACILITIES PLANNING
APPROACH TO FACILITY
LAYOUT PLANNING

HOUSEKEEPING

TYPES OF FACILITIES
DESIGN CONSIDERATIONS FOR
HOUSEKEEPING
KEEPING A FACILITY CLEAN

DISASTER CONTROL

TYPES OF DISASTERS
PREVENTIVE PLANNING

SECURITY

PLANNING
IMPLEMENTATION

ENERGY MANAGEMENT

ENERGY CODES AND STANDARDS
ENERGY AUDITS
ENERGY USE FORECASTS
ENERGY SOURCES AND USE
ENERGY CONSERVATION
COGENERATION

POLLUTION ABATEMENT AND ENVIRONMENTAL PROTECTION

CODES AND STANDARDS

PERMITS AND REPORTS

AIR POLLUTION

WATER POLLUTION

HAZARDOUS WASTES

EXISTING CONDITIONS

NOISE ABATEMENT

EQUIPMENT PLANNING

MANUFACTURING IN THE COMPANY STRATEGY

THE BUSINESS AND
MANUFACTURING STRATEGY

GROUP TECHNOLOGY AS A
MANUFACTURING STRATEGY

ISSUES TO BE ADDRESSED

EQUIPMENT SELECTION AND SEQUENCE

AN EXAMPLE

CRITERIA DEVELOPMENT

CONSULTANTS AND VENDORS

THE SELECTION PROCESS

EQUIPMENT PROFILE EVOLUTION

MANUFACTURING
AUTOMATION PROTOCOL

MATERIAL HANDLING

SEGMENTATION

FLOW DEVELOPMENT

IDENTIFY IMPLEMENTATION
CANDIDATES

EVALUATE PERFORMANCE

INTEGRATION OF SUBSYSTEMS

ESTIMATE COSTS

PLAN IMPLEMENTATION

SYSTEMS INTEGRATION

INTEGRATION

EXAMPLE

RESULTS

EQUIPMENT INSTALLATION

NEEDS

PRODUCTION

MANUFACTURING FLOW

MAINTENANCE PLANNING

MAINTENANCE

MAINTENANCE PRINCIPLES

BENEFITS

DEVELOPMENT AND IMPLEMENTATION

PRODUCTION PLANNING AND CONTROL

FORECASTING

THEORY

SEASONALITY

STATISTICS

DEMAND/ORDERS

SPARES/SERVICE PARTS

OTHER TECHNIQUES

AGGREGATE PLANNING AND MASTER SCHEDULING

SALES PLAN

INVENTORY PLAN

PRODUCTION PLAN

AUTHORIZATION OF MASTER SCHEDULE

ROUGH-CUT CAPACITY PLANNING

FUNCTION OF THE MASTER SCHEDULE

PLANNING TIME FENCES

PULL METHOD DIFFERENCES

REQUIREMENTS AND CAPACITY PLANNING

DETAIL PRODUCTION PLANNING

PERSONNEL PLANNING

MACHINE LOADING

BOTTLENECK RECOGNITION

CAPACITY ALTERNATIVES

PURCHASED PARTS PLANNING

MRP AND JIT

MATERIAL REQUIREMENTS PLANNING

JUST-IN-TIME MANUFACTURING

SCHEDULING AND PRODUCTION ACTIVITY CONTROL

PRIORITIES

WORK FLOW PATTERNS

SIMULATION

MATERIALS MANAGEMENT

INVENTORY MANAGEMENT

USE OF FORECASTING

ORDER POINTS/ORDER QUANTITIES

JUST-IN-TIME (JIT) INVENTORY

PROCUREMENT

VENDOR SELECTION

VENDOR RELATIONSHIPS

CONTRACTS

QUALITY AND CERTIFICATION

OFFSHORE PROCUREMENT

RECEIVING, INSPECTION AND STORAGE

DOCUMENTATION ACCURACY

CONTROL DISCIPLINES

INSPECTION SAMPLING

MATERIAL HANDLING

WAREHOUSING FACILITIES

WAREHOUSING CONTROLS

REPETITIVE MANUFACTURING

DEDICATED FACILITIES/FIXED ROUTINGS

PRODUCTION PLANNING/

MASTER SCHEDULING

LINE SUPPLY

LABOR REPORTING

PURCHASING

QUALITY MANAGEMENT AND PLANNING

QUALITY PLANNING HIERARCHY

MISSIONS, POLICIES AND PLANS

QUALITY MISSION
QUALITY POLICY
QUALITY PLANS

ORGANIZATION

INSPECTION
CHANGES IN
ORGANIZATIONAL STRUCTURE

STRATEGIC PLANNING

AS PART OF ANOTHER PROGRAM
QUALITY AS A MAJOR THRUST

MONITORING THE OUTCOMES

AUDITS
QUALITY PERFORMANCE DATA

CONCLUSION

ACHIEVING QUALITY

NEW PRODUCT DEVELOPMENT

ASSURANCE OF QUALITY IN NEW DESIGNS
THE QUALITY PLAN
FAILURE MODE AND EFFECTS ANALYSIS
DEALING WITH SUPPLIERS
DESIGN REVIEW
FAULT TREE ANALYSIS
QUALITY FUNCTION DEPLOYMENT
MATERIAL REVIEW BOARD
RELIABILITY PLAN

PROCESS CAPABILITY

CONCEPTUAL DEFINITION
ANALYTICAL DEFINITION
PROCESS CAPABILITY
AND SPECIFICATIONS
GAGE AND MEASUREMENT
SYSTEM CAPABILITY

QUALITY PROGRAMS

THE 14-STEP PROGRAM
QUALITY ASSURANCE TEAM
PERFORMANCE ACTION TEAM
QUALITY CIRCLES
ZERO DEFECTS
TRAINING PROGRAMS

QUALITY STANDARDS

CLASSIFICATION OF STANDARDS
RELATION OF STANDARDS TO QUALITY
ADVANTAGES OF STANDARDS

QUALITY AUDITS

TYPES OF AUDITS
AUDIT ELEMENTS AND PROCEDURES

QUALITY COST AND IMPROVEMENT

APPLICATIONS OF QUALITY COSTS

STRATEGIC QUALITY PLANNING
PRODUCT IMPROVEMENT
BUDGETING
PRODUCT COST ESTIMATING
DEPARTMENTAL IMPROVEMENT
SUPPLIER QUALITY COSTS

MANUFACTURING FOCUS

DEFINITIONS
BASELINES FOR ANALYSIS
COSTS AFTER DELIVERY