

Contents

| | | |
|----------|---|----------|
| 1 | Introducing Quality Management System | 1 |
| 1.1 | Introduction | 1 |
| 1.2 | Relating Internal and End Customers | 1 |
| 1.3 | Understanding Quality | 2 |
| 1.3.1 | Needs and Expectations of Internal and End Customers | 3 |
| 1.4 | Quality Management System | 4 |
| | References. | 4 |
| 2 | Establishing ISO 9001 QMS Documentation. | 5 |
| 2.1 | Documented QMS | 5 |
| 2.1.1 | Needs for Documentation | 5 |
| 2.1.2 | Basic Considerations | 6 |
| 2.2 | Process Approach | 7 |
| 2.2.1 | Defining Process Characterization | 7 |
| 2.2.2 | Monitoring and Measurement | 7 |
| 2.3 | Illustrating Process Characterization | 9 |
| 2.3.1 | Inputs | 9 |
| 2.3.2 | Process Procedure with Acceptance Criteria | 9 |
| 2.3.3 | Quality Needs of Internal Customer | 10 |
| 2.3.4 | Monitoring and Measurement | 10 |
| 2.3.5 | Outputs | 10 |
| 2.4 | Process Approach for Controlling Engineering Documents. | 11 |
| 2.4.1 | Inputs and Outputs | 11 |
| 2.4.2 | Quality Needs of Customers and Acceptance Criteria. | 11 |
| 2.4.3 | Monitoring and Measurement | 12 |
| 2.5 | QMS Processes. | 12 |
| 2.5.1 | Sequence and Interaction of QMS Processes | 12 |

| | | |
|----------|---|-----------|
| 2.6 | QMS Documents | 13 |
| 2.6.1 | Quality Manual | 14 |
| 2.6.2 | Expertise for Preparing QMS Documents | 14 |
| | References. | 15 |
| 3 | Management Processes | 17 |
| 3.1 | Introduction | 17 |
| 3.2 | Organization and Its Context | 18 |
| 3.2.1 | Documentation Requirements | 18 |
| 3.2.2 | Monitoring External and Internal Issues | 19 |
| 3.3 | Needs and Expectations of Interested Parties | 19 |
| 3.3.1 | Interested Parties | 20 |
| 3.3.2 | Requirements of Interested Parties | 20 |
| 3.3.3 | Determining, Monitoring and Reviewing | 21 |
| 3.4 | Scope of Quality Management System | 21 |
| 3.5 | Quality Management System and Its Processes | 22 |
| 3.5.1 | Establishing QMS | 23 |
| 3.5.2 | Implementing, Maintaining and Improving QMS | 24 |
| 3.5.3 | Maintaining and Retaining Documented Information. | 24 |
| 3.6 | Leadership | 24 |
| 3.6.1 | Leadership and Commitment | 25 |
| 3.6.2 | Customer Focus | 27 |
| 3.6.3 | Establishing and Communicating Quality Policy | 28 |
| 3.6.4 | Organizational Roles, Responsibilities and Authorities | 29 |
| 3.7 | Planning | 29 |
| 3.7.1 | Understanding Risks and Opportunities | 30 |
| 3.7.2 | Practical Considerations | 31 |
| 3.7.3 | Determining Risks and Opportunities | 31 |
| 3.7.4 | Planning Actions to Address Risks and Opportunities | 32 |
| 3.8 | Example-1: Risks and Opportunities in Design and Development | 33 |
| 3.8.1 | Risks and Their Causes | 34 |
| 3.8.2 | Identifying the Actions to Address Opportunities | 34 |
| 3.8.3 | Integrating the Actions with QMS Process | 35 |
| 3.9 | Example-2: Risks and Opportunities in Customer Enquiries | 35 |
| 3.9.1 | Risks and Their Causes | 36 |
| 3.9.2 | Identifying the Actions to Address Opportunities | 36 |
| 3.9.3 | Integrating the Actions with QMS Process | 36 |
| 3.10 | Example-3: Risks and Opportunities in Production Processes | 37 |
| 3.10.1 | Opportune Actions and Integrating Them with QMS Process | 37 |

| | | |
|----------|---|-----------|
| 3.11 | Quality Objectives | 38 |
| 3.11.1 | Requirements..... | 38 |
| 3.11.2 | Planning to Achieve Quality Objectives | 39 |
| 3.11.3 | Planning Changes | 40 |
| | References..... | 40 |
| 4 | Support Processes | 43 |
| 4.1 | Introduction | 43 |
| 4.2 | Resources | 43 |
| 4.2.1 | People, Infrastructure and Environment..... | 44 |
| 4.3 | Monitoring and Measuring Resources..... | 45 |
| 4.3.1 | Determining and Providing Resources for Measurement..... | 45 |
| 4.3.2 | Fitness of Measuring Resources | 47 |
| 4.3.3 | Measurement Traceability | 48 |
| 4.3.4 | Calibration Against Measurement Standards | 49 |
| 4.3.5 | Verification Against Measurement Standards..... | 51 |
| 4.3.6 | Non-existent of Measurement Standards | 52 |
| 4.3.7 | Calibration with Lower Accuracy Ratio Standards | 53 |
| 4.3.8 | Calibration Status and Safeguarding | 53 |
| 4.4 | Organizational Knowledge | 54 |
| 4.5 | Competence | 55 |
| 4.5.1 | Acquiring Competence and Evaluating Effectiveness | 55 |
| 4.6 | Awareness | 55 |
| 4.7 | Communication..... | 56 |
| 4.8 | Documentation Requirements | 56 |
| 4.8.1 | Creating and Updating..... | 57 |
| 4.8.2 | Control of Documented Information | 58 |
| | References..... | 59 |
| 5 | Operational Processes | 61 |
| 5.1 | Operation | 61 |
| 5.2 | Operational Planning and Control..... | 62 |
| 5.2.1 | Planning | 62 |
| 5.2.2 | Implementation, Control and Outputs | 63 |
| 5.2.3 | Addressing Planned and Unintended Changes..... | 64 |
| 5.3 | Requirements for Products and Services..... | 65 |
| 5.3.1 | Customer Communication | 66 |
| 5.3.2 | Determining the Requirements for Products | 67 |
| 5.3.3 | Review of Product Requirements | 68 |
| 5.3.4 | Changes to Requirements for Products | 69 |
| 5.4 | Design and Development of Products..... | 70 |
| 5.4.1 | Design and Development Planning | 70 |
| 5.4.2 | Design and Development Inputs | 73 |

| | | |
|--------|--|----|
| 5.4.3 | Design and Development Controls | 74 |
| 5.4.4 | Design and Development Outputs | 76 |
| 5.4.5 | Design and Development Changes | 77 |
| 5.5 | Control of Externally Provided Processes and Products | 77 |
| 5.5.1 | Applicability of Controls | 77 |
| 5.5.2 | Evaluation of External Providers | 78 |
| 5.5.3 | Selection and Monitoring | 80 |
| 5.5.4 | Re-evaluation of External Providers | 80 |
| 5.5.5 | Type and Extent of Control | 81 |
| 5.6 | Information for External Providers | 83 |
| 5.6.1 | Practical Considerations | 84 |
| 5.6.2 | Requirements of Processes, Products and Services | 84 |
| 5.6.3 | Approval of Products and Services | 84 |
| 5.6.4 | Approval of Methods, Processes and Equipment | 85 |
| 5.6.5 | Approval of the Release of Products and Services | 85 |
| 5.6.6 | Competence and Qualification of Personnel | 86 |
| 5.6.7 | Interactions, Controls and Monitoring | 86 |
| 5.6.8 | Verification and Validation | 86 |
| 5.7 | Control of Production and Service Provision | 87 |
| 5.7.1 | Availability of Documented Information | 87 |
| 5.7.2 | Monitoring and Measuring Resources and Activities | 87 |
| 5.7.3 | Infrastructure, Environment and Competence of Personnel | 88 |
| 5.7.4 | Validation and Revalidation of Processes | 88 |
| 5.7.5 | Preventing Human Errors | 91 |
| 5.7.6 | Release, Delivery and Post-delivery Activities | 91 |
| 5.8 | Identification and Traceability | 92 |
| 5.8.1 | Product Identification | 92 |
| 5.8.2 | Product Status Identification | 92 |
| 5.8.3 | Traceability Requirements | 92 |
| 5.9 | Property of Customers and External Providers | 93 |
| 5.9.1 | Discrepancies in Property | 93 |
| 5.10 | Preservation of Product | 93 |
| 5.11 | Post-delivery Activities | 94 |
| 5.11.1 | Extent of Post-delivery Activities | 94 |
| 5.12 | Control of Changes | 95 |
| 5.13 | Release of Products and Services | 96 |
| 5.14 | Control of Nonconforming Outputs | 96 |
| 5.14.1 | Actions on Nonconforming Products | 96 |
| 5.14.2 | Documentary Evidences | 98 |
| | References | 98 |

| | | |
|----------|--|------------|
| 6 | Performance Evaluation and Improvement | 101 |
| 6.1 | Introduction | 101 |
| 6.2 | Monitoring, Measurement, Analysis and Evaluation | 102 |
| 6.2.1 | General Requirements | 102 |
| 6.2.2 | Needs to Be Monitored and Measured | 103 |
| 6.2.3 | Key Performance Indicator | 104 |
| 6.2.4 | Key Performance Indicators for QMS Processes | 105 |
| 6.2.5 | Methods for Monitoring and Measuring KPIs | 107 |
| 6.2.6 | Methods for Analyzing Data on KPIs and Evaluation. | 108 |
| 6.2.7 | Periodicity of Monitoring and Measuring KPIs | 109 |
| 6.2.8 | Periodicity for Analyzing Data on KPIs and Evaluation. | 109 |
| 6.3 | Customer Satisfaction | 109 |
| 6.3.1 | Needs and Expectations of Customers | 110 |
| 6.3.2 | Proactive Methods | 111 |
| 6.3.3 | Monitoring and Measuring Customers' Perception | 111 |
| 6.3.4 | Methods for Analysis and Evaluation | 112 |
| 6.3.5 | Practical Considerations | 112 |
| 6.4 | Analysis and Evaluation | 113 |
| 6.5 | Internal Audit | 113 |
| 6.5.1 | QMS Conformance to ISO 9001 Requirements | 114 |
| 6.5.2 | QMS Conformance to Organization's Own Requirements | 115 |
| 6.5.3 | Audit for Effective Implementation and Maintenance of QMS | 116 |
| 6.5.4 | Audit Program | 117 |
| 6.5.5 | Planning Audit Program | 118 |
| 6.5.6 | Responsibilities, Frequency and Methods | 118 |
| 6.5.7 | Planning Requirements and Reporting | 120 |
| 6.5.8 | Impartiality and Objectivity in Conducting Audits | 121 |
| 6.5.9 | Corrections and Corrective Actions | 122 |
| 6.5.10 | Quality Records | 122 |
| 6.6 | Management Review | 123 |
| 6.6.1 | Management Review Inputs | 123 |
| 6.6.2 | Management Review Outputs | 124 |
| 6.7 | Improvement | 125 |
| 6.7.1 | Improvement Actions | 125 |
| 6.8 | Nonconformity and Corrective Action | 126 |
| 6.8.1 | Corrections | 126 |
| 6.8.2 | Corrective Actions | 127 |
| 6.8.3 | Quality Records | 127 |

| | | |
|----------|--|------------|
| 6.9 | Continual Improvement | 128 |
| | References..... | 128 |
| 7 | Implementing QMS with ERP Software | 129 |
| 7.1 | Understanding Integrated Approach | 129 |
| 7.1.1 | Benefits of Integrated Approach | 130 |
| 7.1.2 | Feasibility of Integration with ERP Software | 130 |
| 7.2 | Software System Engineering | 131 |
| 7.2.1 | Requirements and Acceptance Testing of Software | 131 |
| 7.3 | Integrating QMS Requirements with ERP Software | 132 |
| 7.3.1 | Requirements Analysis | 132 |
| 7.3.2 | System Functional Analysis..... | 132 |
| 7.3.3 | Illustrations with QMS Processes | 133 |
| 7.4 | Software for the Control of Measuring Resources | 133 |
| 7.4.1 | Requirements Analysis for Operational Needs..... | 133 |
| 7.4.2 | Requirements Analysis for Monitoring Needs..... | 134 |
| 7.4.3 | Requirements Analysis for Output Needs | 135 |
| 7.4.4 | Acceptance Test Plan | 136 |
| | References..... | 137 |
| 8 | Operational Processes with ERP Software | 139 |
| 8.1 | Integrating Operational Processes | 139 |
| 8.1.1 | Illustrations for Operational Processes..... | 139 |
| 8.2 | Requirements for Products and Services..... | 140 |
| 8.2.1 | Process Flow Diagram..... | 140 |
| 8.2.2 | Requirements Analysis | 141 |
| 8.3 | Operational Planning and Control..... | 143 |
| 8.3.1 | Process Flow Diagram..... | 144 |
| 8.3.2 | Acceptance Test Plan | 146 |
| 8.4 | Production and Service Provision | 146 |
| 8.4.1 | Process Flow Diagram..... | 146 |
| 8.4.2 | Requirements Analysis | 147 |
| 8.4.3 | Acceptance Test Plan | 148 |
| 8.5 | Design and Development of Products..... | 148 |
| | Reference | 148 |
| 9 | QMS Planning with Indian Classic, Thirukkural | 149 |
| 9.1 | Indian Classic, Thirukkural..... | 149 |
| 9.1.1 | Contents of Thirukkural..... | 149 |
| 9.1.2 | Translations of Thirukkural | 150 |
| 9.1.3 | Thirukkural for ISO 9001 QMS Planning | 150 |
| 9.2 | QMS Planning Requirements | 151 |
| 9.3 | Planning Actions to Address Risks and Opportunities | 151 |
| 9.3.1 | Thirukkural for Planning the Actions | 152 |

| | | |
|--------------|--|------------|
| 9.4 | Design and Development Planning..... | 154 |
| 9.4.1 | Thirukkural for Design and Development Planning..... | 154 |
| 9.5 | Production Planning..... | 156 |
| 9.5.1 | Thirukkural for Preparing Work Instructions..... | 156 |
| | References..... | 158 |
| Index | | 159 |