**QUESTION BANK**

**TOTAL QUALITY MANAGEMENT**

**1. Define Quality Policy Statement?**

The Quality Policy is a guide for everyone in the organization as to how they should provide products and service to the customers. The common characteristics are

* Quality is first among equals
* Meet the needs of the internal and external customers
* Equal or exceed the competition
* Continually improve the quality
* Include business and production practices
* Utilize the entire work force
1. **Write down the categories of quality cost?**
	* Prevention costs
	* Appraisal costs
	* Internal failure costs
	* External failure costs

**3. Define Quality.**

1. Fitness for intended use. (Joseph Juran) 2. Conformance to specifications. (Philip Crosby). 3. The totality of features of a product or service that bears on its ability to satisfy a stated or implied need. Thus Quality is termed as the conformance that assures the customer the right quality / specifications of the product that it intends to provide functionally with good reliability and after service.

**4. Define Total Quality Management.**

1.The art of managing the total organization to achieve excellence in all spheres of activity.(Besterfield) 2.The integration of all functions and processes within an organization in order to achieve the continuous improvement of the quality of goods and services. (Omachonu) TQM aims at reducing the input costs; increases profit and return on investment by improving the quality and productivity thereby usher the company or organization to stay in business.

1. **What are the barriers to implement TQM?**
* Lack of commitment from top management – avoiding training for self and employees, meetings
* Lack of employee involvement – particularly at managerial level, supportive attitude, trust
* Lack of team work – Co-operation and co-ordination within workers.
* Lack of customer oriented approach – Know the customer need, demand, taste, shortcomings
* Lack of attention to feedback and complaints –
* Supplier control – in terms of materials, cost, quality, delivery etc
* Review quality procedures – up gradation, correct past errors. Learn from experience
1. **What are the benefits of TQM?**

Improved quality, higher productivity, employee participation, teamwork, working relationships, customer satisfaction, employee satisfaction, communication, profitability, market share, and stock price performance.

* Tangible Benefits-Improved product quality, Improved productivity
* Intangible Benefits-Improved employee participation, improved teamwork
1. **What are the dimensions of quality?**
	* Features
	* Conformance
* Reliability
* Durability
* Service
* Response
* Aesthetics
* Reputation

**8. Define quality planning?**

A quality plan sets out the desired product qualities and how these are assessed and define the most significant quality attributes. It should define the quality assessment process. It should set out which organizational standards should be applied and, if necessary, define new standards.

1. **Give the six basic concepts of TQM?**
	1. A committed and involved management to provide long-

 term top-to-bottom organizational support.

* 1. An unwavering focuses on the customer, both internally and externally.
	2. Effective involvement and utilization of the entire work force.
	3. Continuous improvement of the business and production process.
	4. Treating suppliers as partners.
	5. Establish performance measures for the processes.
1. **What do you mean by the term cost of quality?**

Quality costs are defined as those costs associated with the no achievement of product or service quality as defined by the requirements established by the organization and its contracts with customers and society.

1. **What are the objectives of quality control?**

Quality control is an effective system for integrating quality development, quality maintenance and quality improvement efforts of various groups in an organization to enable the production to be carried out at most economical level and to achieve satisfaction of customers.

1. **What are the elements of TQM?**

Three elements of TQM include:

* 1. **The philosophical element:** it includes leadership, continuous improvement, employee participation and development, design quality and prevention, partnership development, etc.
	2. **The generic tools :** this include spc tools, QFD, new seven management tools, and FMEA.
	3. **QC Department:** it consists of sqc methods, benchmarking, taguchi methods, and TPM.
1. **What are the pillars of TQM?**
	1. Problem solving discipline
	2. Interpersonal skills
	3. Teamwork; and
	4. Quality improvement process
2. **Mention the basic features of TQM.**
3. Management commitment, 2. Focus on customer (both external and internal), 3. Employee involvement, empowerment, 4. Continuous improvement, 5. Treating suppliers as partners, and

6. Establish performance measures for processes.

1. **What is quality control?**

A Quality control (QC) is a procedure or set of procedures intended to ensure that a manufactured product or performed service adheres to a defined set of quality criteria or meets the requirements of the client or customer.

1. **What are the measure dimensions of service quality?**

Service duration, Timeliness, Completeness, Consistency, Convenience, Accuracy, Courtesy, etc.

1. **What are the elements of TQM?**

Ethics, Integrity, Trust, Training, Teamwork, Leadership, Recognition, Communication.

1. **What is customer satisfaction?**

Customer satisfaction is a marketing term that measures how products or services supplied by a company meet or surpass a customer's expectation.

1. **What is Total Quality Management.**
	1. The art of managing the total organization to achieve excellence in all spheres of activity.(Besterfield).

The integration of all functions and processes within an organization in order to achieve the continuous improvement of the quality of goods and services. (Omachonu).

1. **What is quality planning?**

Systematic process that translates qualitypolicy into measurable objectives and requirements, and lays down a sequence of steps for realizing them within a specified timeframe.

1. **What is a kaizen philosophy?**

Kaizen is a Japanese word for the philosophy that defines management’s role in continuously encouraging and implementing small improvements involving everyone. It is the process of continuous improvement in small increments that make the process more efficient, effective, under control and adaptable.

1. **What is the Need for Quality?**
	1. It gives a positive company image.
	2. It improves competitive ability both nationally and internationally.
	3. It increases market share which translates into improved profits.
	4. Overall, it reduces costs, which also translates into improved profits
	5. -it reduces or eliminates product liability problems, avoiding unnecessary costs.

It creates an atmosphere for high employee morale, which improves productivity

1. **TQM Basic Concepts**
2. **Management Involvement** – Participate in quality program, develop quality council, direct participation
3. **Focus on customer** – who is the customer – internal and external, voice of the customer, do it right first time and every time.
4. **Involvement and utilisation of entire work force** – All levels of management
5. **Continuous improvement** – Quality never stops, placing orders, bill errors, delivery, minimise wastage and scrap etc.
6. **Treating suppliers as partners** – no business exists without suppliers.
7. **Performance measures** – creating accountability in all levels
8. **PRINCIPLES OF TQM:**
9. Customers requirements - (both internal & external) must be met first time &every time
10. Everybody must be involved
11. Regular two way communication must be promoted
12. Identify the training needs and supply it to the employees
13. Top management commitment is must
14. Every job must add value
15. Eliminate waste & reduce total cost
16. Promote creativity

Focus on team work.

1. **Elaborate the fourteen steps involved in Crosby’s total quality approach (April/May 2017)**
	1. Make it clear that management is committed to quality.
	2. Form quality improvement teams with representatives from each department.
	3. Determine where current and potential quality problems lie.
	4. Evaluate the cost of quality and explain its use as a management tool.
	5. Raise the quality awareness and personal concern of all employees.
	6. Take actions to correct problems identified through previous steps.
	7. Establish a committee for the zero-defects program.
	8. Train supervisors to actively carry out their part of the quality improvement program.
	9. Hold a “zero-defects day” to let all employees realize that there has been a change.
	10. Encourage employees to communicate to management the obstacles they face in attaining their improvement goals.
	11. Encourage individuals to establish improvement goals for themselves and their groups.
	12. Recognize and appreciate those who participate.
	13. Establish quality councils to communicate on a regular basis.
	14. Do it all over again to emphasize that the quality improvement program never ends.
2. **Why team and team work are required in TQM?**

**The Need for Team:**

* 1. Teams satisfy the human social need to belong
	2. It promotes better communication
	3. It multiplies the potential of individual members
	4. It produces positive peer pressure

**The Need for Team work:**

* 1. Teamwork enables various parts of the organization to work together in meeting customer needs that can seldom be fulfilled by employees limited in one specialty.
	2. TQM recognizes interdependence of various parts of the organization and uses teams as a way to coordinate work.

Teams provide the capacity for rapid response to changes in customer demands.

1. **Write the requirements of reliable supplier rating?**

Supplier General Quality Requirements document is defined as the basis of all quality agreements between all

Fusion legal entities (“Buyer”) and Fusion suppliers (“Seller” or “Supplier”).

1. **How employee involvement can be improved in an organization?( NOV/DEC 2016)**
	1. Create targets or expectations.
	2. Track performance.
	3. Analyze performance.
	4. Correct performance.
	5. Review performance
2. **What is meant by customer retention?**
	1. **Customer retention** is the process of retaining the existing customers. It is obvious that customer retention is more powerful and effective than customer satisfaction.
	2. **Customer care** can be defined as every activity which occurs within an organization that ensures that a customer

is not only satisfied but also retained

1. **State the importance of customer retention?**

Customer retention represents the activities that produce the necessary Customer satisfaction that creates customer loyalty, which actually improves the bottom line. It is the nexus between the customer satisfaction and the bottom line.

1. **What are the common barriers to team progress? (NOV/DEC 2010)**
	1. insufficient training
	2. incompatible rewards and compensation
	3. first-line supervISOr resistance
	4. lack of planning
	5. lack of management support
	6. access to information systems
	7. lack of union support
2. **Distinguish between internal and external customers?**

***Internal customers***

* 1. The customers inside the company are called internal customers.
	2. As there is a flow of work, product and service in the organization, each department is dependent on the other. In this, each department or each quality management unit is considered as a customer by the previous department and as a supplier for the next department. Similarly every person in a process is considered as a customer of the preceding operation. This explains the concept of internal customer.

***External customers***

* The customers outside the company are called external customers.
* In other words, an external customer is the one:

Who uses the product or service ;

* Who purchases the product or service; or

Who influences the sale of the product or service.

**33. What is customer feedback?**

Customer feedback must be continually solicited and monitored. Customers continually change. They change their minds, their expectations, and their suppliers. Customer feedback is not a one-time effort; it is an ongoing and active probing of the customers‟ mind. Feedback enables the organization to:

Discover customer dissatisfaction. Discover relative priorities of quality

Compare performance with the competition. Identify customers‟ needs.

Determine opportunities for improvement.

1. **List the benefits of team work.**

The benefits of teamwork include:

* 1. Improved solutions to quality problems.
	2. Improved ownership of solutions.
	3. Improved communications.
	4. Improved integration.
1. **What are the types of teams?**
	* process improvement team
	* cross-functional team
* natural work teams
* self-directed/self-managed work teams
1. **What are the basic ways for a continuous process improvement?**
	1. reduce resources
	2. reduce errors
	3. meet or exceed expectations of downstream customers
	4. make the process safer

make the process more satisfying to the person doing it.

1. **What is meant by ‘Cost of quality’?**

Quality costs are defined as costs associated with non-achievement of product/service quality. In simple terms, quality cost is the cost of poor products/services. All costs associated with poor quality and its correction are integrated

into one system to enhance the quality management function.

1. **What are the four categories of quality costs?**
	1. Prevention costs,
	2. Appraisal costs,
	3. Internal failure costs and

External failure costs.

1. **What are internal failure costs?**

These are costs required to identify, repair, replace, or dispose off defective products/services prior to delivery to the customer.

1. **What are Quality Circles (QC)?**

QC is a small team of people (around 8 to 10) coming from the same work area/department who voluntarily meet on a regular basis (about an hour every week) to identify, investigate, analyze and solve work-related problems. QC can be viewed from three angles: (i) as a form of participative management, (ii) as a HRD technique, and (iii) as a problem-

solving technique.

1. **Define Team work and types of teams?**

Team work is the cumulative actions of the team during which each members of the team subordinates his individual interest and opinions to fulfill the objectives or goals of the group.

Types of team

* 1. Process improvement teams
	2. Cross functional teams
	3. Natural work teams

Self directed teams

1. **What are the stages of team development?**
	1. Forming : Team purpose, roles, authority and process of functioning are learnt in this stage.
	2. Storming: initial agreements and role allocation are challenged and personal needs are resolved.
	3. Norming: formal and informal relationships are established.
	4. Performing: Team starts operating.
	5. Maintenance: performance is maintained.

Evaluation: team performance is evaluated based on the set targets

1. **What is six sigma?**

Six-sigma is a business process that allows organizations to drastically improve their bottom line by designing

and monitoring every day business activities in ways that minimize waste and resources while increasing customer satisfaction. It is achieved through continuous Process measurement, analysis & improvement.

1. **What are the new seven management tools?**
	1. Affinity diagram
	2. Interrelationship digraph
	3. Tree diagram
	4. Matrix diagram
	5. Prioritization matrices
	6. Process decision program chart

Activity network diagram

1. **Give the seven tools of quality?**
	1. pareto diagram
	2. process flow diagram
	3. cause-and-effect diagram
	4. check sheets
	5. histogram
	6. control charts

scatter diagrams

1. **Define FMEA?**

Failure mode effect analysis is an analytical technique that combines the technology and experience of people in identifying foreseeable failure modes of a product or process and planning for its elimination.

1. **What are the types of check sheets commonly used?**
	1. Process distribution check sheet.
2. Defective item check sheet. Defect location check sheet, and

Defect factor check sheet.

1. **What is histogram?**

histogram is a bar chart / diagram showing a distribution of variable quantities or characteristics. It is graphical display of the frequency distribution of numerical data.

1. **What are the various types of histogram?**
	1. Bell-shaped.
	2. Double-peaked.
	3. Plateau.
	4. Comb.
	5. Skewed.
	6. Truncated.
	7. ISOlated peak and

Edged peak.

**What is cause and effect diagram?**

The cause and effect diagram or fishbone diagram is a graphical-tabular chart to list and analyze the potential causes of a given problem.

1. **What is scatter diagram? (NOV/DEC 2014)**
	1. The **Scatter Diagram** is a simple graphical device to depict the relationship between two variables. It is the graphical component of regression analysis.
	2. A scatter diagram is composed of a horizontal axis containing the measured values of one variable (independent, i.e Cause) and a vertical axis, representing the measurements of the variable ( dependent, i.e.,effect)
	3. This diagram displays the paired data as a cloud of points. The density and direction of the cloud

indicate how the two variables influence each other.

1. **What are the measure benefits of six sigma?**

In addition to a focus on defect, six sigma seeks to improve all aspects of operation. The key matrices include cycle time, process variation and yield.

1. **What is Pareto diagram?**

pareto diagram is a diagnostic tool commonly used for separating the vital few causes that account for a dominant share of quality loss.

1. **What is the use of prioritization matrices?**

Prioritization Matrice can help you decide what to do after key actions, criteria or Critical-To-Quality (CTQ) characteristics have been identified, but their relative importance (priority) is not known with certainty. Prioritization matrices are especially useful if problem-solving resources, such as people, time or money, are limited, or if the identified

problem-solving actions or CTQs are strongly interrelated.

1. **What are the purposes of pareto principle.**

Pareto analysis can be used in a wide range of situations, where one need to priorities problems based on its relative importance.

54, **What is stratification?**

Stratification is a method of analysis of data by grouping it in different ways.

55, **When do you use the scatter diagram?**

The purpose of the scatter diagram is to display what happens to one variable when another variable is changed.

**56. When do you use control chart?**

The purpose of control chart is to identify when the process has gone out of statistical control, thus signaling the need for some corrective action to be taken.

**57. Define statistics applications of statistical techniques?**

Statistics is defined as the science that deals with the collection, tabulation, analysis, interpretation and presentation of quantitative data.

**58. What is Risk Prioritization Number?**

It is a number used to prioritize the risk of failure in Failure Mode and Effect Analysis. It ranges from 1 to 1000 and it‟s the multiplication of severity, detection and occurrence.

**59. What is the use of prioritization matrices?**

prioritization matrix is a simple tool that provides a way to sort a diverse set of items into an order of importance. It also identifies their relative importance by deriving a numerical value for the priority of each item.

1. **Write the key concepts of six sigma?**

 **Critical to Quality**: Attributes most important to the customer **Defect**: Failing to deliver what the customer wants

**Process Capability**: What your process can deliver

**Variation**: What the customer sees and feels

**Stable Operations**: Ensuring consistent, predictable processes to improve what the customer sees and feels.

**Design for Six Sigma**: Designing to meet customer needs and process capability

Six Sigma is named after a statistical concept where a process only produces 3.4 defects per million opportunities (DPMO).

1. **List the categories of quality costs.**
	1. Cost of prevention
	2. Cost of appraisal
	3. Cost of internal failures, and

Cost of external failures

1. **What are the costs of appraisal?**

Cost of appraisal includes :

* 1. Cost of receiving test and equipment;
	2. Cost of laboratory acceptance testing ;
	3. Cost of installation testing ;
	4. Cost of installation and commissioning ;

Cost of maintenance and calibration of testing and inspecting equipments.

1. **What are the techniques commonly used for analyzing the quality costs?**

The techniques used for analyzing the quality costs are:

* 1. Trend analysis, and

Pareto analysis.

1. **What is a Quality circle what are its functions? OR State the significance of quality circles.**

Quality circle is a main ingredient of Ishikaw’s company-wide quality control. Quality circles are the principal method for achieving participation composed of between 4 and 12 workers from the same area of activity. They aim to contribute and improve processes and activities, build up job satisfaction and company loyalty and utilize existing and hidden resource potential.

1. **What is meant by cost of internal failures?**

The costs associated with defective products, components and materials that fail to meet quality requirements and result in manufacturing losses are called as costs of internal failures. These costs are linked to correcting mistakes before delivery of the product.

1. **What is quality circle?**

QC is a group activity practiced at regular intervals which focuses on quality practices.

1. **What are the important requirements of QS9000?**
	1. QS 9000 quality statement requirements
	2. Advanced product quality planning and control planning
	3. Failure Mode Effect Analysis
	4. Measurement System Analysis
	5. Fundamental Statistical Process Control
	6. Quality System Assessment
2. **What are the core elements of QMS?**
* Quality policy.
* Quality objectives.
* Quality manual.
* Organizational structure and responsibilities.
* Data management.
1. **List out the global benefits of adopting ISO 9000 quality system?**
	1. fewer on-site audit by customers.
	2. increased market share.
	3. improved quality, both internally and externally.
	4. improve product and service quality levels from suppliers.
	5. greater awareness of quality by employees.
	6. a documented formal systems.
	7. reduced operating costs.
2. **Mention the different types of quality audits?**
* Quality audit can also be classified on the basis of the area taken into account for the audit such as: System Audit, Process Audit, Product Audit, Adequacy Audit and Compliance Audit. Processes – including purchasing.
* Product quality leading to customer satisfaction.

Continuous improvement including corrective and preventive action.

1. **What are the ISO 9000 standards?**
* ISO 9000, “quality management and quality assurance standards guidelines for Selection and use”.
* ISO 9001, “quality systems – model for quality assurance in design, development, production, installation & servicing”.
* ISO 9002, “quality systems – “model for quality assurance in production, installation & servicing”.
* ISO 9003, “quality systems – “model for quality assurance in final inspection and Test”. ISO 9004-1, “quality management and quality system elements – guidelines”.
1. **Give the objectives of the quality audit?**
	1. determine the actual performance conforms to the documented quality systems.
	2. initiate corrective action activities in response to deficiencies.
	3. follow up on noncompliance items of previous audits.

provide continued improvement in the system through feedback to management.

1. **List out the various product evaluation standards of ISO 14000?NOV/DEC 2010**

Environmental aspects in product standards

* 1. environmental labeling

life-cycle assessment

1. **What is the aim of the environmental management system?**

It do not address the performance of the product or service ,the committee used the concept that the standards addressed the process rather than the end goal, Cause the auditee to think about the process, thereby creating possible improvements.

1. **Explain briefly the Environmental Management System. The Environmental management system** consists of five stages:
	1. Environmental policy
	2. Planning
	3. Implementation and operation
	4. Checking and corrective action and

Management review

1. **Environmental policy:**
	1. Management commitment to continual improvement ie. Core values and beliefs in making environment policy.
	2. Prevention of pollution
	3. Compliance with environment laws and regulation, cooperation with public authorities.
2. **Planning**

This planning stage contains four elements such as:

* 1. Environmental aspects.
	2. Legal and other requirements.
	3. Objectives and targets and
	4. Environmental management programs.
1. **Implementation and operation**
2. This stage contains seven elements such as: Structure and responsibility
3. Training, awareness and competency
4. Communication
5. EMS documentation
6. Document control
7. Operation control
8. Emergency preparedness and response.
9. **Checking and corrective action**

This stage contains four elements such as

* 1. Monitoring and measuring
	2. Non-conformance and corrective and preventive action
	3. Records and
	4. EMS audit.
1. **Management review**

Management should review and revise the system in order to ensure the continuing suitability, adequacy and

effectiveness of the EMS.

1. **Give some other quality systems?**

Qs-9000

Te-9000 As9000

1. **What are the requirements of ISO 14000?**
	1. General requirements
	2. Environmental policy
	3. Planning
	4. Implementation and operation
	5. Checking and corrective action

Management review

1. **What are the benefits of ISO 14000?**
	1. Global
		1. facilitate trade and remove trade barriers
		2. improve environmental performance of planet earth
		3. build consensus that there is a need for environment management and a common terminology forums.
	2. Organizational
* assuring customers of a commitment to environmental management
* meeting customer requirements
* maintaining a good public / community relations image
* satisfying investor criteria and improving access to capital
* obtaining insurance at reasonable cost
* increasing market share that results from a competitive advantage
* reducing incidents that result in liability
* improving defense posture in litigation
* conserving input materials and energy
* facilitating the attainment of permits and authorization

improving industry/government relations

1. **Give the types of organizational evaluation standards?**
	1. Environmental management system
	2. Environmental auditing

Environmental performance evaluation

1. **Define Quality audit s? What are its type?**

*Quality audits* examine the elements of a quality management system in order to evaluate How well these elements comply with quality system requirements.

Internal and External

1. **What is the need for ISO 9000?**

ISO 9000 is needed to unify the quality terms and definitions used by

Industrialized nations and use terms to demonstrate a supplier‟s capability of controlling its processes.

1. **Specify the objective of quality policy?**

In quality management **quality policy** is a document jointly developed by management and quality experts to express the quality objectives of the organization, the acceptable level of quality and the duties of specific departments to ensure quality. Quality policy management is a long term strategic issue and often has a 10 year scope.

1. **What are the uses of ISO standards?April-2014**

The ISO standards provide a framework for fundamental quality management. The standards were developed to effectively document the quality system elements to be implemented in order to maintain an efficient quality system within organizations. Most organizations have obtained registration from an accredited independent third party

registering body that certifies the organization complies with the standards.

1. **List the documents required for Qs -9000?**
	1. QS 9000 quality statement requirements
	2. Advanced product quality planning and control planning
	3. Failure Mode Effect Analysis
	4. Measurement System Analysis
	5. Fundamental Statistical Process Control
	6. Quality System Assessment
2. **What are the objectives of ISO 9000 standard? May-2013**
* Givesbusinesses with useful, globally recognized models for operating a quality management system.
* Achieve, maintain and aim to regularly enhance product quality (the standards define “product” as the output of any process. Therefore, this word will also apply to “services,” whether internal or external to the business).
* Primary objective of getting these standards is to boost the goodwill of organization. Customer can compare the quality of two companies , one is with ISO standard and other is without ISO standard . Goodwill could be in form of rise in sale or more promotion of product of company.
* To create a compliance standard which is followed 24 hours-a-day, 7 days-a week, 52 weeks-a-year.
* Offer confidence to internal management as well as other workers that requirements for quality are being fulfilled and maintained, and that quality improvement is taking place.
1. **What are the benefits of ISO-9000 certification? Nov-2013**

A good foundation builds a good business, and ISO 9000 is a good foundation for small businesses that want to expand their market. By introducing a quality management system like ISO 9000 to a small business, the quality of processes will increase and costs due to inefficiency will decrease. In addition, a small business will be able to advertise their use of the internationally recognized ISO 9000. This may create business opportunities that were not available before an objectively verified quality management system was in place.

1. **What are the general requirements of quality management system? (**Dec. 11**)**

The organization shall establish, document, implement and maintain a quality management system and continually improve its effectiveness in accordance with the requirements of this International Standard.

1. **What is QS 9000 standard? (NOV/DEC 2014)**

QS 9000 is a set of quality system requirements recently adopted by members of the automotive industry. QS9000 was proposed by Chrysler, Ford and General Motors in 1994. QS 9000 is harmonization of Chrysler‟s supplier quality Assurance Manual, Ford‟s. QS 9000 focuses on helping automotive suppliers to ensure that they are meeting / exceeding automotive customer requirements. Quality management systems are the organizational structures, responsibilities, processes, procedures, and resources used for

**90. Give any five elements of ISO 9000.**

[1] Management responsibility, [2] Quality system, [3] Contract review, [4] Design control, [5] Document control, [6]

Purchasing, [7] Purchaser supplied product, [8] Product identification and traceability, [9] Process control, [10] Inspection &

1. **What are the different types of documents found in ISO 9000?** (Apr. 14)
2. Quality Policy Manual *(What? Why?)*
3. Quality System Procedures *(Who? When? Where?)*
4. Work Instructions *(How?)*
5. **What are the eight quality principles underlying ISO 9000: 2000?**
6. [1] Customer focus, [2] Leadership, [3] Involvement of people, [4] Process approach, [5] System approach to management, [6] Continuous improvement, [7] Decisions based on facts, and
7. **What are the documentation requirements of quality management systems?**

The quality management system documentation shall include

* 1. documented statements of a quality policy and quality objectives,
	2. a quality manual
	3. documented procedures and records required by this International Standard, and
1. documents, including records, determined by the organization to be necessary to ensure the effective planning, operation and control of its processes [8] Mutually beneficial supplier relationships.Records, formats, forms *(Evidence)*testingmplementing quality.
2. **What is quality manual?**

The organization shall establish and maintain a quality manual that includes

1. the scope of the quality management system, including details of and justification for any exclusions

the documented procedures established for the quality management system, or reference to them