

Contents

Figures	xxiii
1 Inspections and the Structure of Production	3
The Five Elements of Production	3
Objects of Production	
Agents of Production	
The Structure of Production	5
Production Is a Network of Processes and Operations	
Process Elements	
Processes and Operations in Harmony	
The Significance of Inspections	18
Inspections Supplement Processes	
On Defects and Inspections	
2 Management Functions and Quality Control	23
Management Functions	23
The Seven Stages of Action	
From Individual Activities to Group Activities	
The Categories of Executive Management	
Individual Management Functions and the Science of Statistics	28
The Programming (or Planning) Function	
The Control Function and the Execution Function	
The Monitoring Function	
The Deming Circle and Management Functions	

3	Inspections Don't Reduce Defects	35
	Increasing the Number of Inspectors (Quantitative Enhancement)	35
	Conducting More Rigorous Inspections (Qualitative Enhancement)	36
4	Approaching the Zero QC Method	41
	Preliminary Stage: The Old Method (Judgment Inspections)	41
	Stage 1: Encounter with the Statistical Quality Control (SQC) Method	41
	Stage 2: Encounter with Poka-yoke Methods	42
	Stage 3: Encounters with Successive and Self-Checks	46
	Stage 4: Sampling Inspections Do Nothing But Make Inspection Procedures More Rational	49
	Stage 5: Encounter with Source Inspections	50
	Stage 6: The Achievement of a Month with Zero Defects	52
	Stage 7: Basic Concepts for a Zero QC System	54
	A Response to Inductive Statistics	54
5	More On Inspection Systems	57
	Inspections That Discover Defects: Judgment Inspections	57
	Inspections That Reduce Defects: Informative Inspections	58
	Statistical Quality Control Systems (SQCS)	
	Successive Check Systems (SuCS)	
	Self-Check Systems (SeCS)	
	Source Inspections: Inspections That Eliminate Defects	82
	The Significance of Source Inspections	
	Vertical Source Inspections and Horizontal Source Inspections	
	The Establishment of a Poka-yoke System	92
	Sampling Inspections and 100 Percent Inspections	93
	Model Changes and the "IT System"	94
	Inspections and Automation	96

6	Using Poka-yoke Systems	99
	Poka-yoke System Functions	99
	Types of Poka-yoke Systems	99
	Poka-yoke Regulatory Functions	
	Poka-yoke Setting Functions	
	Detection Measures for Poka-yoke Systems	106
	Various Detection Methods	
	Detection Method Functions	
7	Examples of Poka-yoke Systems	135
	Companies Contributing Examples of Poka-yoke Systems	135
	Poka-yoke Devices and Examples of Poka-yoke Systems	136
	Poka-yoke Examples Classified According to Method	
8	Quality Control and QC Circles	263
	The Distinctive Character of Japanese Management	263
	Comparison in Terms of Work Motivations	
	Comparison in Terms of Work Methods	
	The Birth of QC Circles	269
	Movement Toward Total Quality Control (TQC)	270
	The Core of the TQC Movement	275
	Afterword	277
	About the Author	281
	Index	291