

## ISO 9000 Quality Systems Handbook Additional Resources

### Evolution of definitions related to management systems

The table that follows illustrates the evolution of the term management system using national, international standards and eminent authors.

Year	Term	Definition	Notes	Source	Remarks
1958	Quality program	A means of assuring adequate quality throughout all areas of contract performance		Mil-Std-109C:1994	The exclusion of resources make this system an orderly way of doing something
1961	Quality system	The network of administrative and technical procedures required to produce and deliver a product of specified quality standards."	Procedures "establish the elements of work that must be done, the sequence and timing that are necessary to produce the desired result and the position responsible for carrying the individual elements of work."	Armand Feigenbaum Total Quality Control 2 <sup>nd</sup> Edition 1961 Chapter 6	The exclusion of resources make this system an orderly way of doing something
1972	Quality control system	A system for programming and co-ordinating the efforts of various groups in an organization to maintain or improve quality, at an economical level which allows for customer satisfaction'.		BS 4891:1972	The exclusion of resources make this system an orderly way of doing something
1981	Management system	The subsystems which: (1) identify actual and potential problems, (2) make decisions and carry them out or have them carried out and (3) maintain and improve performance under changing and unchanging conditions. (4) acquire, filter and condense information needed by the other subsystems	A system cannot learn and adapt unless its management can. Therefore, an ideal-seeking system must have a management system that can learn how to learn and adapt. Management is the control of a purposeful system by a part of that system.	Russell Ackoff (1999) Ackoff's Best: His Classic Writings on Management, New York, Wiley & Sons	It was Ackoff's view that the management system was that part of a purposeful system (e.g. an organization) which is established to control it.

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Year	Term	Definition	Notes	Source	Remarks
1986	Quality system	The organizational structure, responsibilities, procedures, processes and resources for implementing quality management	<p>1. The quality system should only be as comprehensive as needed to meet the quality objectives</p> <p>2. For contractual, mandatory and assessment purposes, demonstration of the implementation of identified elements in the system may be required</p>	<p>ISO 8402:1986 clause 3.8</p> <p>BS 4778-1 1987 clause 5.2.3</p> <p>ISO 9000:1987 clause 3.3</p>	The inclusion of resources make this system a connected group of objects forming a complex whole
1994	Quality system	organizational structure (1.8), procedures (1.3), processes (1.2) and resources needed to implement quality - management(3.2)	<p>1 The quality system should be as comprehensive as needed to meet the quality (2.1) objectives.</p> <p>2 The quality system of an organization is designed primarily to satisfy the internal managerial needs of the organization (1.7). It is broader than the requirements of a particular customer (1.9), who evaluates only the relevant part of the quality system.</p> <p>3 For contractual or mandatory quality assessment (4.6) purposes, demonstration of the implementation of identified quality system elements may be required.</p>	ISO 8402:1994 clause 3.6	The exclusion of resources make this system an orderly way of doing something
1994	Management system	A subsystem that develops business strategies and goals, plans for their achievement, tracks performance, diagnoses problems and institutes corrective action	There are two subsystems required to deliver value to customers and financial stakeholders (a) The value creation subsystem which is the structure of work required to deliver value and (b) The management system which guides the creation of value	Rummler, G. A. & Banche, A. P. (1994) Improving performance – How to manage the white space on the Organization chart San Francisco, Jossey Bass Publishers	Rummler and Branch’s use of the term management system is close to that of Ackoff above.

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Year	Term	Definition	Notes	Source	Remarks
2000 2005 2015	System	set of interrelated or interacting elements		ISO 9000:2000 clause 3.2.1 ISO 9000:2005 clause 3.2.1 ISO 9000:2015 clause 3.5.1	This system could be either an orderly way of doing something or a connected group of objects forming a complex whole
2000 2005	Management system	system (3.2.1) to establish policy and objectives and to achieve those objectives	NOTE A management system of an organization (3.3.1) can include different management systems, such as a quality management system (3.2.3), a financial management system or an environmental management system.	ISO 9000:2000 clause 3.2.2 ISO 9000:2005 clause 3.2.2	By achieving objectives, this system is a connected group of objects forming a complex whole
2000 2005	Quality management system	management system (3.2.2) to direct and control an organization (3.3.1) with regard to quality (3.1.1)		ISO 9000:2000 clause 3.2.3 ISO 9000:2005 clause 3.2.3	By association with the management system definition this system is a connected group of objects forming a complex whole,
2015	Management system	set of interrelated or interacting elements of an organization (3.01) to establish policies (3.07) and objectives (3.08) and processes (3.12) to achieve those objectives	Note 1 to entry: A management system can address a single discipline or several disciplines e.g. quality management (3.30), financial management (3.29) or environmental management.  Note 2 to entry: The management system elements establish the organization's (3.01) structure, roles and responsibilities, planning, operation, policies (3.07), practices, rules, beliefs, objectives (3.08) and processes (3.12) to achieve those objectives.  Note 3 to entry: The scope of a management system may include the whole of the organization (3.01), specific and identified	ISO 9000:2015 clause 3.5.3	The verb <establish> is applied to all objects but the conjunction <or> makes this system either an orderly way of doing something or a connected group of objects forming a complex whole.  The outputs of this system are policies, objectives and processes.  Note 2 implies the elements establish a number of things which implies there is interaction among them but there is no mention of people

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			functions (3.25) of the organization, specific and identified sections of the organization, or one or more functions across a group of organizations.		and other resources as being elements of the system
2015	Quality management system	Part of a management system (3.04) with regard to quality (3.5.2)		ISO 9000:2015	Implies it is a subsystem of the management system but for that to be valid it has to be a connected group of objects forming a complex whole
2015	Quality management system	A QMS comprises activities by which the organization identifies its objectives and determines the processes and resources required to achieve desired results.		ISO 9000:2015 Clause 2.2.2	