STATISTICAL

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Douglas C. Montgomery

SPC Calculations for Control Limits

| Notation: | LCL —Lower Cont CL —Center Line n —Sample Size PCR —Process Cap | rol Limit bability Ratio | 〒 — R — R — USL— | Average of M. Average of A Range -Average of R -Upper Specif -Lower Specif | verages anges ication Li | mit | |
|---------------------|--|---|---------------------------|--|--------------------------------|---|--------|
| Variables 7 Control | s Data (\overline{x} and R Cont Chart | rol Charts) | n· | A_2 | D_3 | D_4 | d_2 |
| UCL : | $=\overline{\overline{x}}+A_2\overline{R}$ | • | 2 | 1.880 | 0.000 | 3.267 | .1.128 |
| 1 | $=\overline{\overline{\overline{x}}}-A_2\overline{\overline{R}}$ | arī Lietuvijas partinistis partinistis partinistis partinistis partinistis partinistis partinistis partinistis par | 3 | | 0.000 | 2,574 | 1.693 |
| CL= | | , . | - 4 | 0.729 | 0.000 | 2.282 | 2.059 |
| | | | 5 | 0.577 | 0.000 | 2.114 | 2.326 |
| R Contro | l Chart | · 4 | 6 | 0.483 | 0.000 | 2.004 | 2.534 |
| -UCL- | = ₹ D₄ | | 7 | 0.419 | 0.076 | 1.924 | 2.704 |
| | $= \overline{R} D_3$ | | 8 | · 0.373 | 0.136 | 1.864 | 2.847 |
| CL = | \overline{R} | ·* | 9 | 0.337 | 0.184 | 1,.816 | 2.970 |
| ľ | | | . 10 | 0.308 | 0.223 | 1.777 | 3.078 |
| Capabilit $C_p = 0$ | ty Study (USL – LSL)/(6∂); wl | here $\hat{\sigma} = \overline{R}/d_2$ | | | • | | |
| | e Data (p, np, c, and a | u Control Charts) | rt Form | | mfolm Defec | ities Tas | |
| - | p (fraction) | np (number of nonconforming) | | c (count of conformances) | non | u (count of conformance | |
| CL | \overline{p} | $n\overline{p}$ | | ĉ. | | <u>u</u> . | |
| UCL | $\overline{p} + 3\sqrt{\frac{\overline{p}(1-\overline{p})}{n}}$ | $n\overline{p} + 3\sqrt{n\overline{p}(1-\overline{p})}$ | | <u>c</u> +3√ <u>c</u> ·· | | $\overline{u} + 3\sqrt{\frac{\overline{u}}{n}}$ | |
| LCL | $\overline{p} - 3\sqrt{\frac{\overline{p}(1-\overline{p})}{n}}$ | $n\overline{p} - 3\sqrt{n\overline{p}(1-\overline{p})}$ | | ट – 3√ट | | $\overline{u} - 3\sqrt{\frac{\overline{u}}{n}}$ | |

n must be a constant

n must be

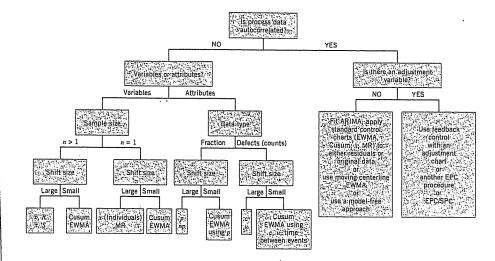
a constant

If n varies, use \overline{n} or individual n_i

Notes

If n varies, use \overline{n} or individual n_i

Guide to Univariate Process Monitoring and Control



Section Section 1



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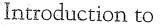


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Statistical ontrol

Fifth Edition

Douglas C. Montgomery Arizona State University



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Douglas C. Montgomery is the Arizona State University Foundation Professor of Engineering and Professor of Statistics. He received his B.S., M.S., and Ph.D. degrees from Virginia Polytechnic Institute, all in engineering. From 1969 to 1984 he was a faculty member of the School of Industrial & Systems Engineering at the Georgia Institute of Technology; from 1984 to 1988 he was at the University of Washington, where he held the John M. Fluke Distinguished Chair of Manufacturing Engineering, was Professor of Mechanical Engineering, and was Director of the Program in Industrial Engineering.

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Preface

INTRODUCTION

This book is about the use of modern statistical methods for quality control and improvement. It provides comprehensive coverage of the subject from basic principles to state-of-the-art concepts and applications. The objective is to give the reader a sound understanding of the principles and the basis for applying them in a variety of situations. Although statistical techniques are emphasized throughout, the book has a strong engineering and management orientation. Extensive knowledge of statistics is not a prerequisite for using this book. Readers whose background includes a basic course in statistical methods will find much of the material in this book easily accessible.

AUDIENCE

The book is an outgrowth of over 30 years of teaching, research, and consulting in the application of statistical methods for industrial problems. It is designed as a textbook for students enrolled in colleges and universities, who are studying engineering, statistics, management, and related fields and are taking a first course in statistical quality control. The basic quality-control course is often taught at the junior or senior level. All of the standard topics for this course are covered in detail. Some more advanced material is also available in the book, and this could be used with advanced undergraduates who have had some previous exposure to the basics or in a course aimed at graduate students. I have also used the text materials extensively in programs for professional practitioners, including quality and reliability engineers, manufacturing and development engineers, product designers, managers, procurement specialists, marketing personnel, technicians and laboratory analysts, inspectors, and operators. Many professionals have also used the material for self-study.

CHAPTER ORGANIZATION AND TOPICAL COVERAGE

Chapter 1 is an introduction to the philosophy and basic concepts of quality improvement. It notes that quality has become a major business strategy and that organizations that successfully improve quality can increase their productivity, enhance their market penetration, and achieve greater profitability and a strong competitive advantage. Some of the managerial and implementation aspects of quality improvement are included.

Following the introductory chapter, the book is divided into five parts. Part I is a description of statistical methods useful in quality improvement. Topics covered include sampling and descriptive statistics, the basic notions of probability and probability distributions, point and interval estimation of parameters, and statistical hypothesis testing. These topics are usually covered in a basic course in statistical methods; however, their presentation in this text is from the quality-engineering viewpoint. My experience has been that even readers with a strong statistical background will find the approach to this material useful and somewhat different from a standard statistics textbook.

Part II contains four chapters covering the basic methods of statistical process control (SPC) and methods for process capability analysis. Even though several SPC problem-solving tools are discussed (inoluding Pareto charts, cause-and-effect diagrams, for example), the primary focus in this section is on the Shewhart control chart. The Shewhart control chart is certainly not new, but its use in modern-day business and industry is of tremendous value.

There are four chapters in Part III that present some more advanced SPC methods. Included are the cumulative sum and exponentially weighted moving average control charts (Chapter 8), several important univariate control charts such as procedures for short production runs, antocorrelated data, and multiple stream processes (Chapter 9), multivariate process monitoring and control (Chapter 10), and feedback adjustment techniques (Chapter 11). Some of this material is at a higher level than Part II, but much of it is accessible by advanced undergraduates or first-year graduate students. This material forms the basis of a second course in statistical quality control and improvement for this audience.

Part IV contains two chapters that show how statistically designed experiments can be used for process design, development, and improvement. Chapter 12 presents the fundamental concepts of designed experiments and introduces the reader to factorial and fractional factorial designs, with particular emphasis on the two-level system of designs. These designs are used extensively in industry for factor screening and process characterization. Although the treatment of the subject is not extensive and is no substitute for a formal course in experimental design, it will enable the reader to appreciate more sophisticated examples of experimental design. Chapter 13 introduces response surface methods and designs, illustrates evolutionary operation (EVOP) for process monitoring, and shows how statistically designed experiments can be used for process robustness studies. Chapters 12 and 13 emphasize the important interrelationship between statistical process control and experimental design for process improvement.

Two chapters deal with acceptance sampling in Part V. The focus is on lot-by-lot acceptance sampling, although there is some discussion of continuous sampling and MIL STD 1235C in Chapter 14. Other sampling topics presented include various aspects of the design of acceptance-sampling plans, a discussion of MIL STD 105E, MIL STD 414 (and their civilian counterparts, ANSI/ASQC ZI.4 and ANSI/ASQC ZI.9), and other techniques such as chain sampling and skip-lot sampling.

Throughout the book, guidelines are given for selecting the proper type of statistical technique to use in a wide variety of situations. Additionally extensive references to journal articles and other technical literature should assist the reader in applying the methods described.

SUPPORTING TEXT MATERIALS

Computer Software

The computer plays an important role in a modern quality-control course. This edition of the book uses Minitab as the primary illustrative software package. Instructors may order this book with a student version of Minitab included. I strongly recommend that the course have a meaningful computing component. To request this book with Minitab included, contact your local Wiley representative. You can find your local Wiley representative by going to www.wiley.com and clicking on the tab for "Who's My Rep?".

Supplemental Text Material

I have written a set of supplemental material to angment many of the chapters in the book. The supplemental material contains topics that I could not easily fit into that chapter without seriously disrupting the flow. The topics are shown in the Table of Contents for the book and in the individual chapter outlines. Some of this material consists of proofs or derivations, new topics of a (sometimes) more advanced nature, supporting details concerning remarks or concepts presented in the text, and answers to frequently asked questions. The supplemental material provides an interesting set of accompanying readings for anyone curious about the field. It is available on the World Wide Web page that supports the book, located at www.wiley.com/college/montgomery.

Student Resource Manual

The text contains answers to most of the odd-numbered exercises. A Student Resource Manual is available from John Wiley & Sons that presents comprehensive annotated solutions to these same odd-numbered problems. This is an excellent study aid that many text users will find extremely helpful. The Student Resource Manual may be ordered in a set with the text or purchased separately. Contact your local Wiley representative to request the set for your bookstore or purchase the Student Resource Manual from the Wiley website.

Instructor's Materials

The instructor's section of the textbook website contains the following:

- 1. Solutions to the text problems
- 2. The supplemental text material described above
- 3. A set of Microsoft® PowerPoint slides for the basic SPC course
- 4. Data sets from the book, in electronic form

The instructor's section is for instructor use only and is password-protected. Visit the Instructor Companion Site portion of the website, located at www.wiley.com/college/montgomery, to register for a password.

2 World Wide Web Page

The Web page for the book is accessible through the Wiley home page. It contains the supplemental text material and the data sets in electronic form. It will also be used to post items of interest to text users. The website address is www.wiley.com/college/montgomery. Click on the cover of the text you are using.

KNOWLEDGMENTS

Many people have generously contributed their time and knowledge of statistics and quality improvement to this book. I would like to thank Dr. Bill Woodall, Dr. Doug Hawkins, Dr. Joe Sullivan, Dr. George Runger, Dr. Bert Keats, Dr. Bob Hogg, Mr. Eric Ziegel, Dr. Joe Pignatiello, Dr. John Ramberg, Dr. Ernie Saniga, Dr. Enrique Del Castillo, Dr. Sarah Streett, and Dr. Jim Alloway for their thorough and insightful comments on this and previous editions. They generously shared many of their ideas and teaching experiences with me, leading to substantial improvements in the book.

Over the years since the first edition was published, I have received assistance and ideas from a great many other people. A complete list of colleagues with whom I have interacted would be impossible to enumerate. However, some of the major contributors and their professional affiliations are as follows: Dr. Mary R. Anderson-Rowland, Dr. Dwayne A. Rollier, and Dr. Norma F. Hubele, Arizona State University; Mr. Seymour M. Selig, formerly of the Office of Naval Research; Dr. Lynwood A. Johnson, Dr. Russell G. Heikes, Dr. David E. Fyffe, and Dr. H. M. Wadsworth, Jr., Georgia Institute of Technology; Dr. Sharad Prabhu and Dr. Robert Rodriguez, SAS Institute; Dr. Richard L. Storch and Dr. Christina M. Mastrangelo, University of Washington; Dr. Cynthia A. Lowry, formerly of Texas Christian University; Dr. Smiley Cheng, Dr. John Brewster, Dr. Brian Macpherson, and Dr. Fred Spiring, the University of Manitoba; Dr. Joseph D. Moder, University of Miami; Dr. Frank B. Alt, University of Maryland; Dr. Kenneth E. Case, Oklahoma State University; Dr. Daniel R. McCarville, Dr. Lisa Custer, Dr. Pat Spagon, and Mr. Robert Stuart, all formerly of Motorola; Dr. Richard Post, Intel Corporation; Dr. Dale Sevier, Hybritech; Mr. John A. Butora, Mr. Leon V. Mason, Mr. Lloyd K. Collins, Mr. Dana D. Lesher, Mr. Roy E. Dent, Mr. Mark Fazey, Ms. Kathy Schuster, Mr. Dan Fritze, Dr. J. S. Gardiner, Mr. Ariel Rosentrater, Mr. Lolly Marwah, Mr. Ed Schleicher, Mr. Amiin Weiner, and Ms. Elaine Baechtle, IBM; Mr. Thomas C. Bingham, Mr. K. Dick Vaughn, Mr. Robert LeDoux, Mr. John Black, Mr. Jack Wires, Dr. Julian Anderson, Mr. Richard Alkire, and Mr. Chase Nielsen, The Boeing Company; Ms. Karen Madison, Mr. Don Walton, and Mr. Mike Goza, Alcoa; Mr. Harry Peterson-Nedry, Ridgecrest Vineyards and The Chehalem Group; Dr. Russell A. Boyles, formerly of Precision Castparts Corporation; Dr. Sadre Khalessi and Mr. Franz Wagner, Signetics Corporation; Mr. Larry Newton and Mr. C. T. Howlett, Georgia Pacific Corporation; Mr. Robert V. Baxley, Monsanto Chemicals; Dr. Craig Fox, Dr. Thomas L. Sadosky, Mr. James F. Walker, and Mr. John Belvins, The Coca-Cola Company; Mr. Bill Wagner and Mr. Al Pariseau, Litton Industries; Mr. John M. Fluke, Jr., John Fluke Manufacturing Company; Dr. Paul Tobias, formerly of IBM and Semitech; Dr. William DuMouchel and Ms. Janet Olson, BBN Software Products Corporation. I would also like to acknowledge the many contributions of my late partner in Statistical Productivity Consultants, Mr. Sumner S. Averett. All of these individuals and many others have contributed to my knowledge of the quality improvement field.

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I thank the various professional societies and publishers who have given permission to reproduce their materials in my text. Permission credit is acknowledged at appropriate places in this book.

I am also indebted to the many organizations that have sponsored my research and my graduate students for a number of years, including the member companies of the National Science Foundation/Industry/University Cooperative Research Center in Quality and Reliability Engineering at Arizona State University, the Office of Naval Research, the National Science Foundation, the Aluminum Company of America, and the IBM Corporation. Finally, I would like to thank the many users of the previous editions of this book, including students, practicing professionals, and my academic colleagues. Many of the changes and (hopefully) improvements in this edition of the book are the direct result of your feedback.

Douglas C. Montgomery *Tempe*, *Arizona*

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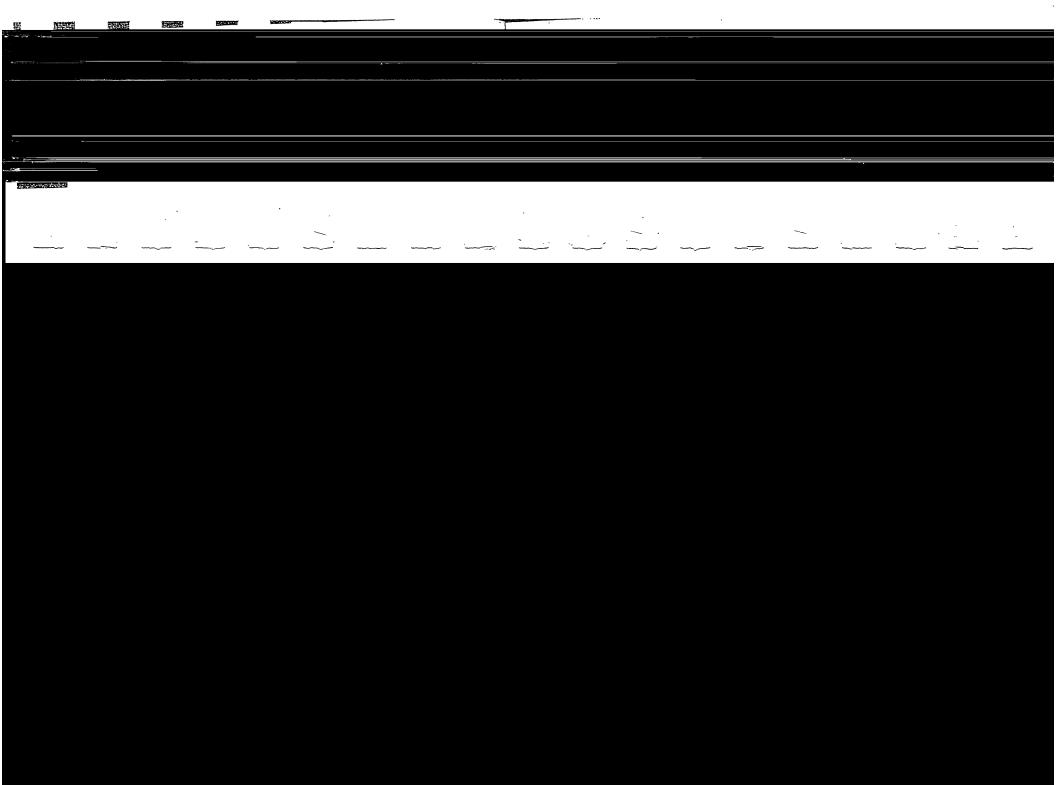
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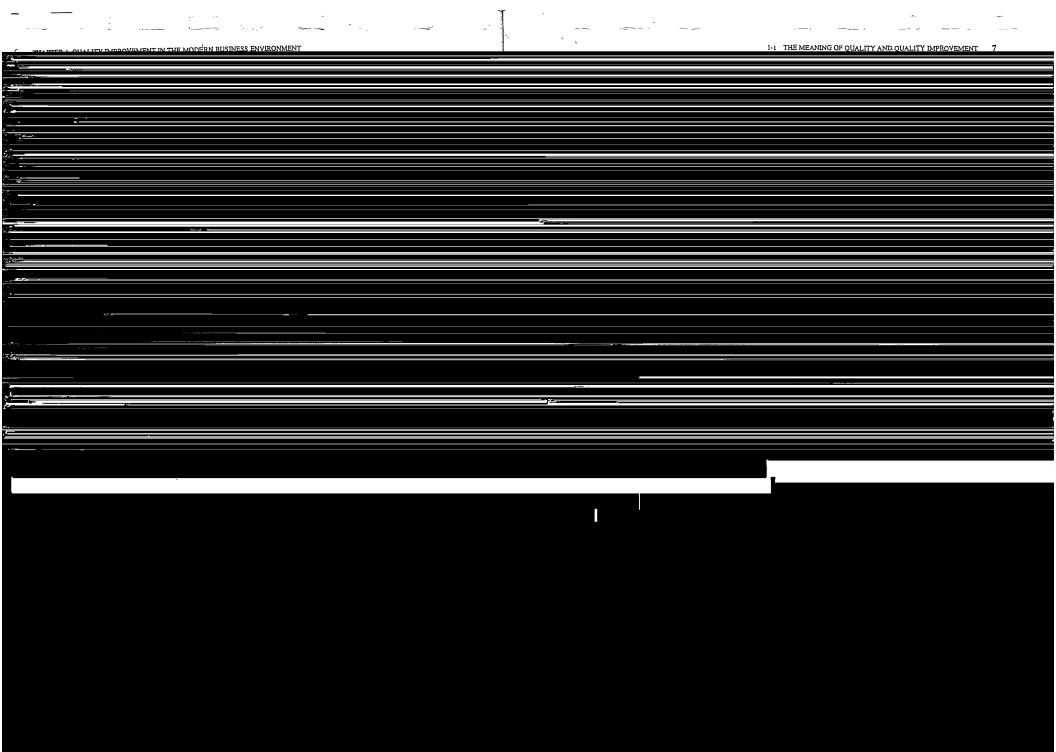
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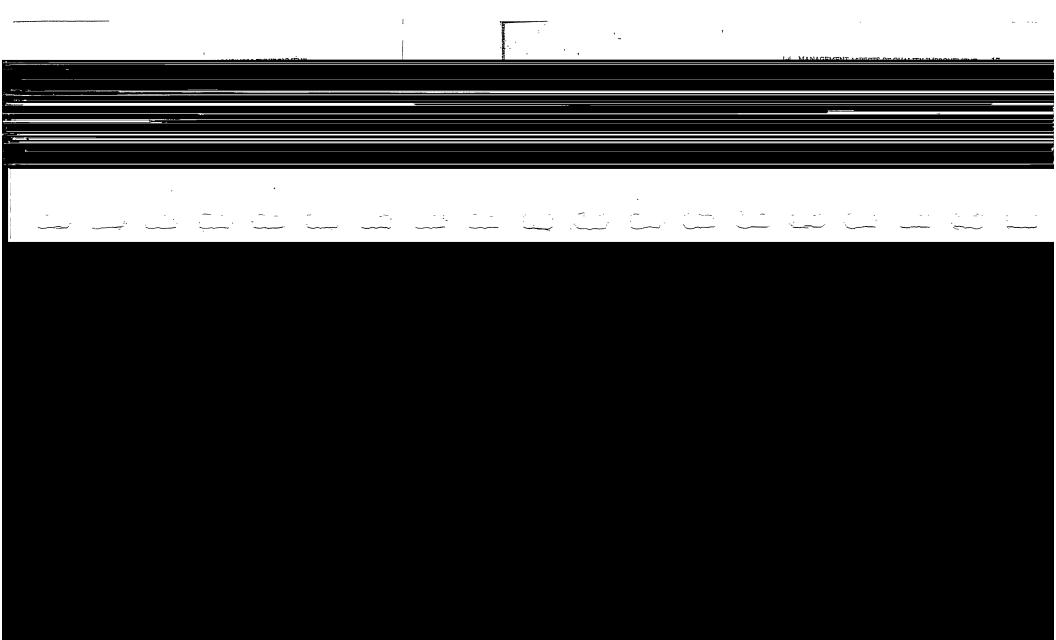
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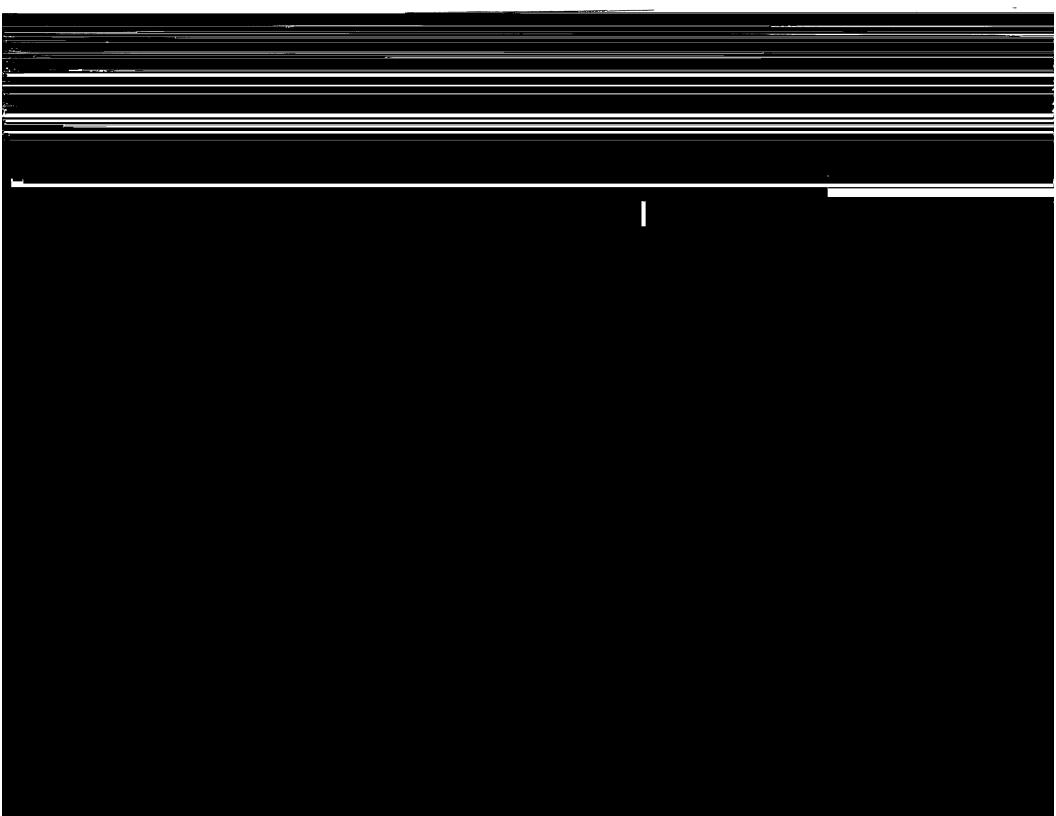


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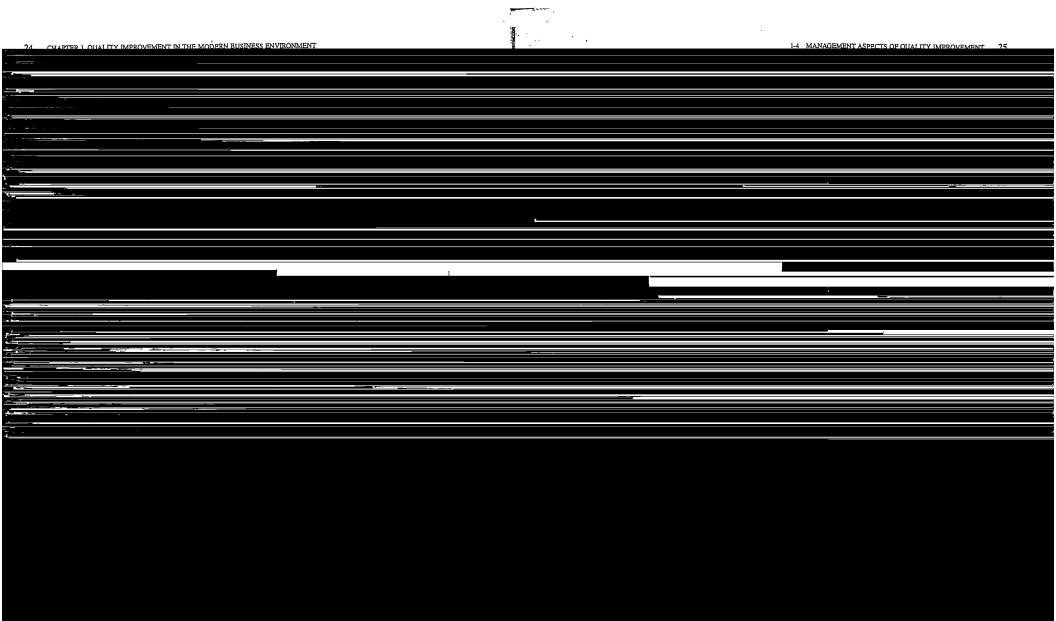








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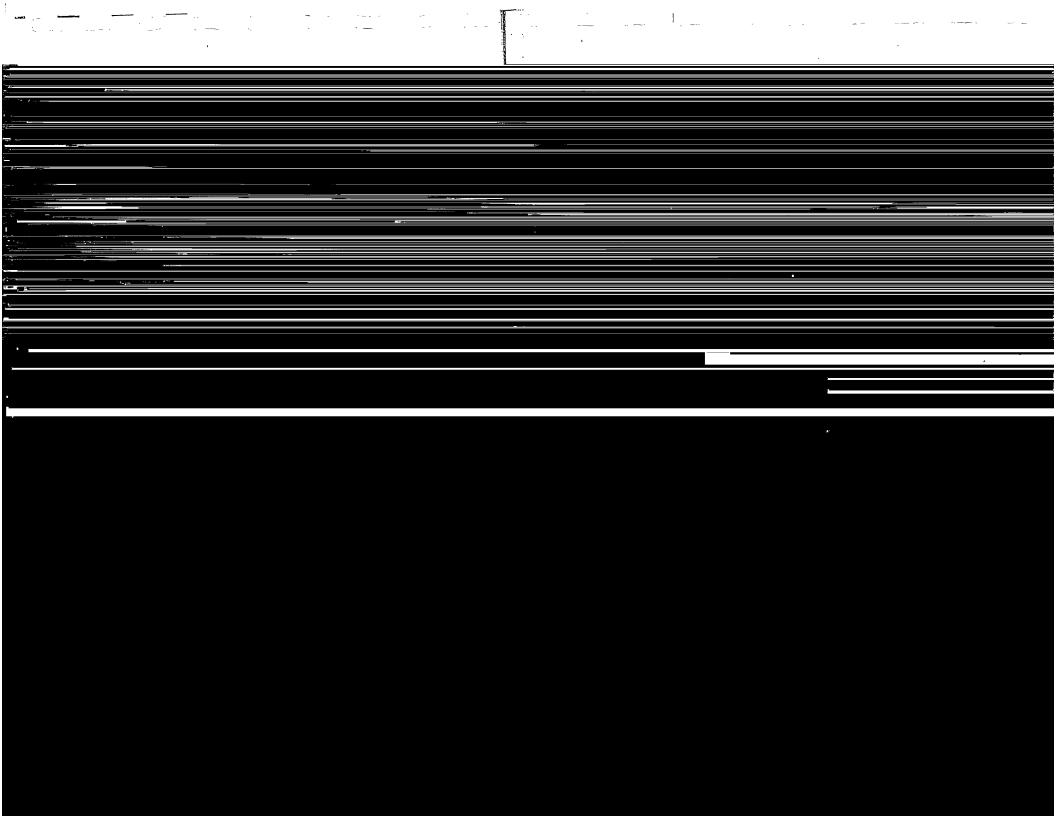
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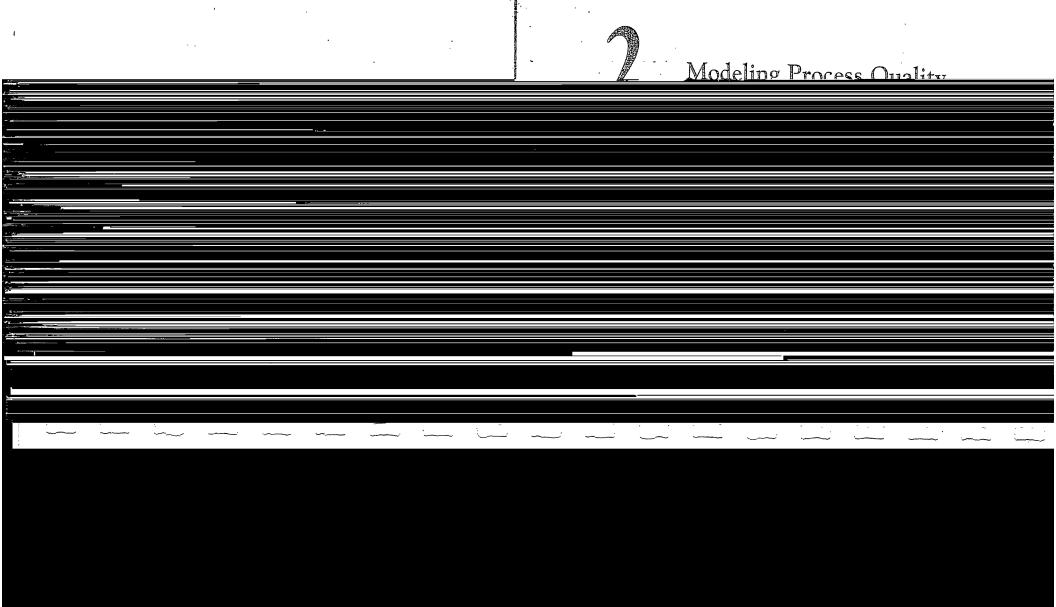
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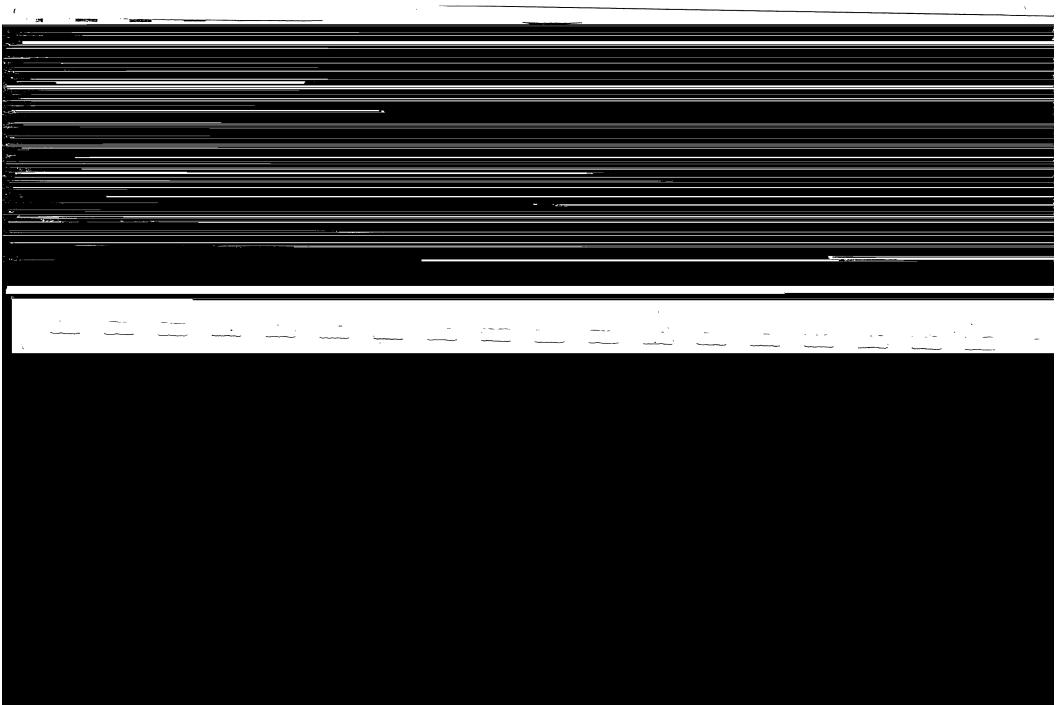
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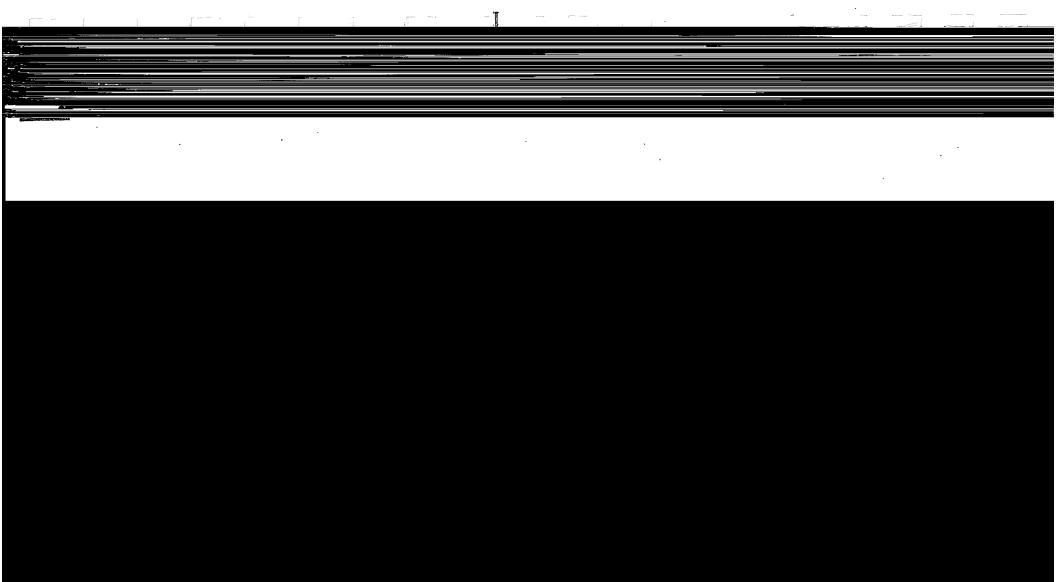


3-2 POINT ESTIMATION OF PROCESS PARAMETERS 95

3-3 STATISTICAL INFERENCE FOR A SINGLE SAMPLE 99 *"......*

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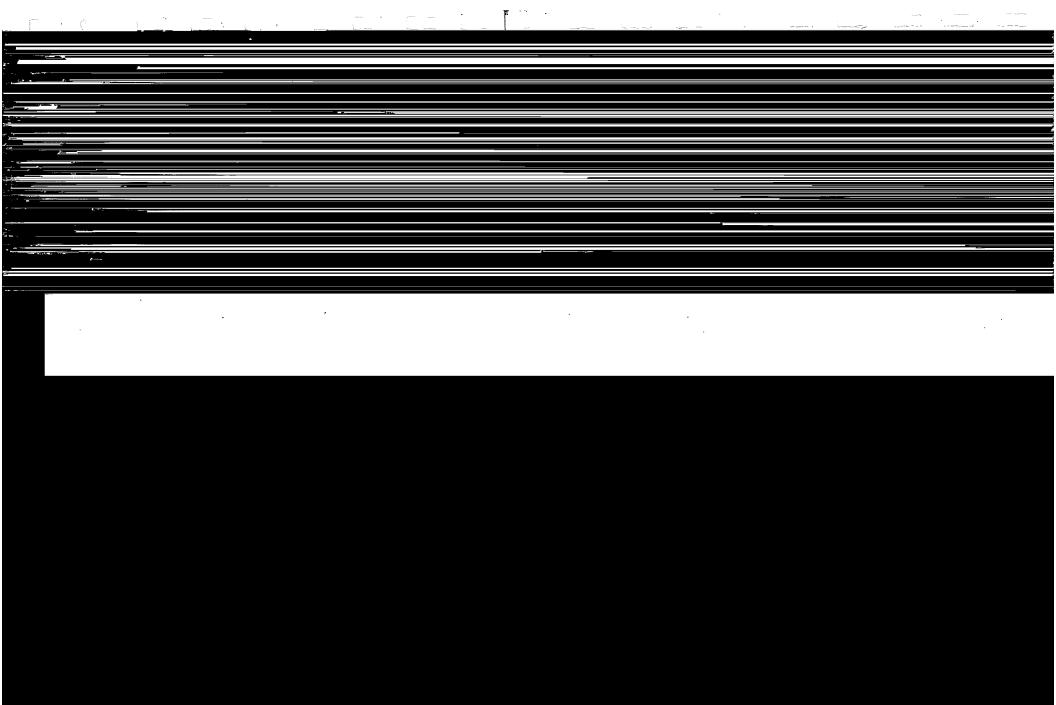
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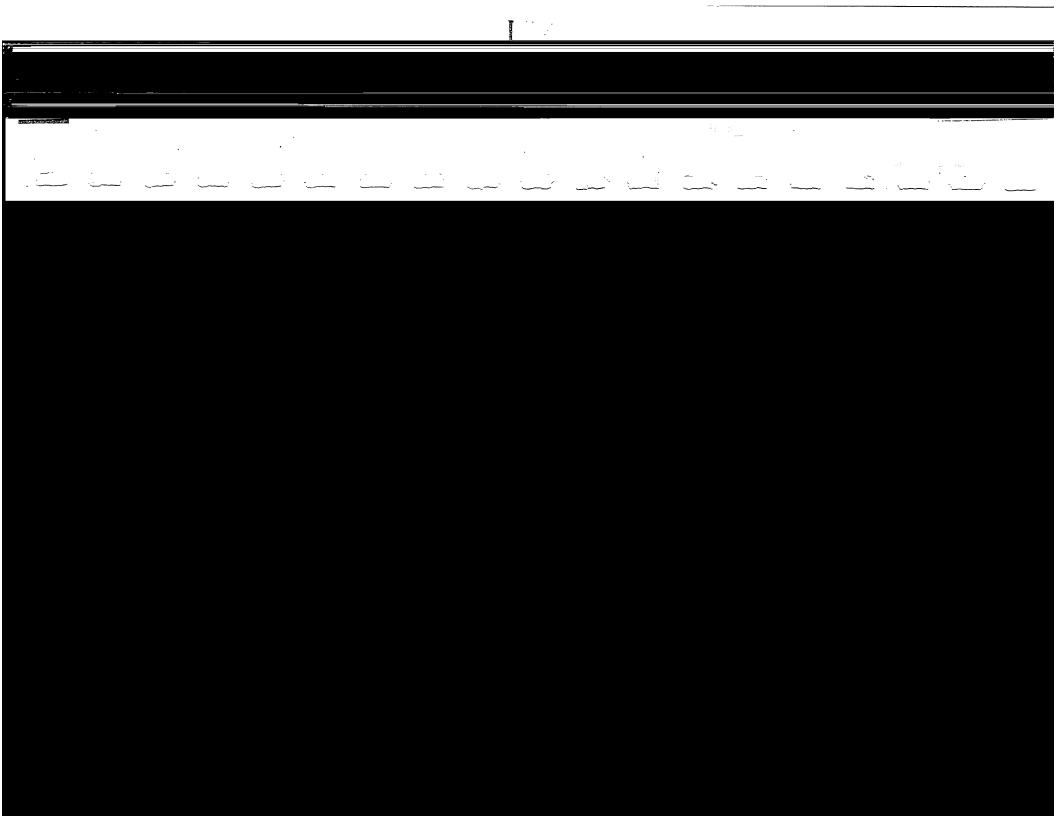
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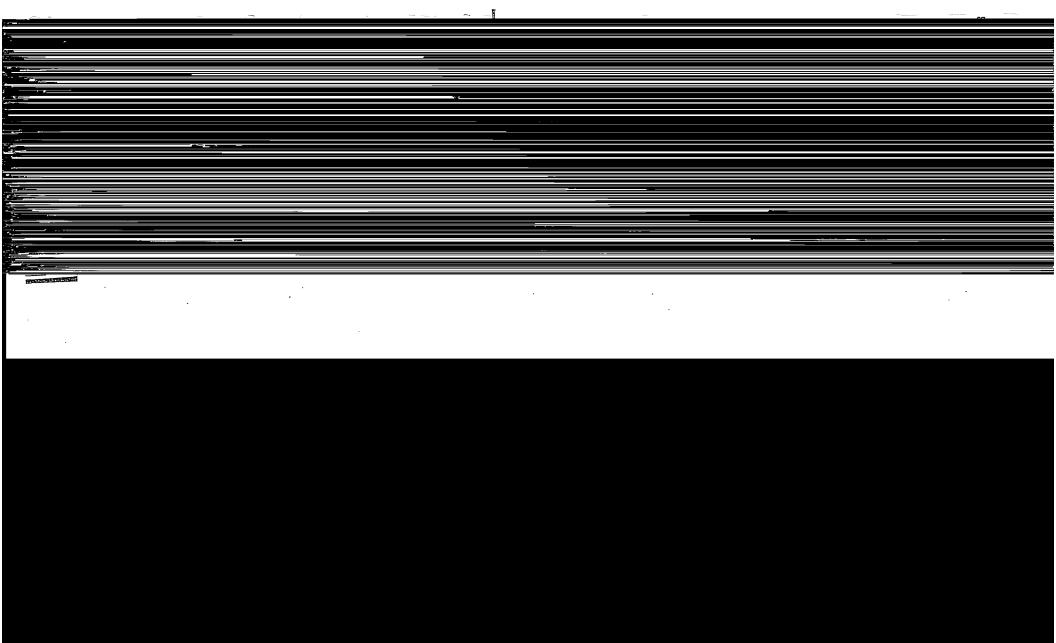
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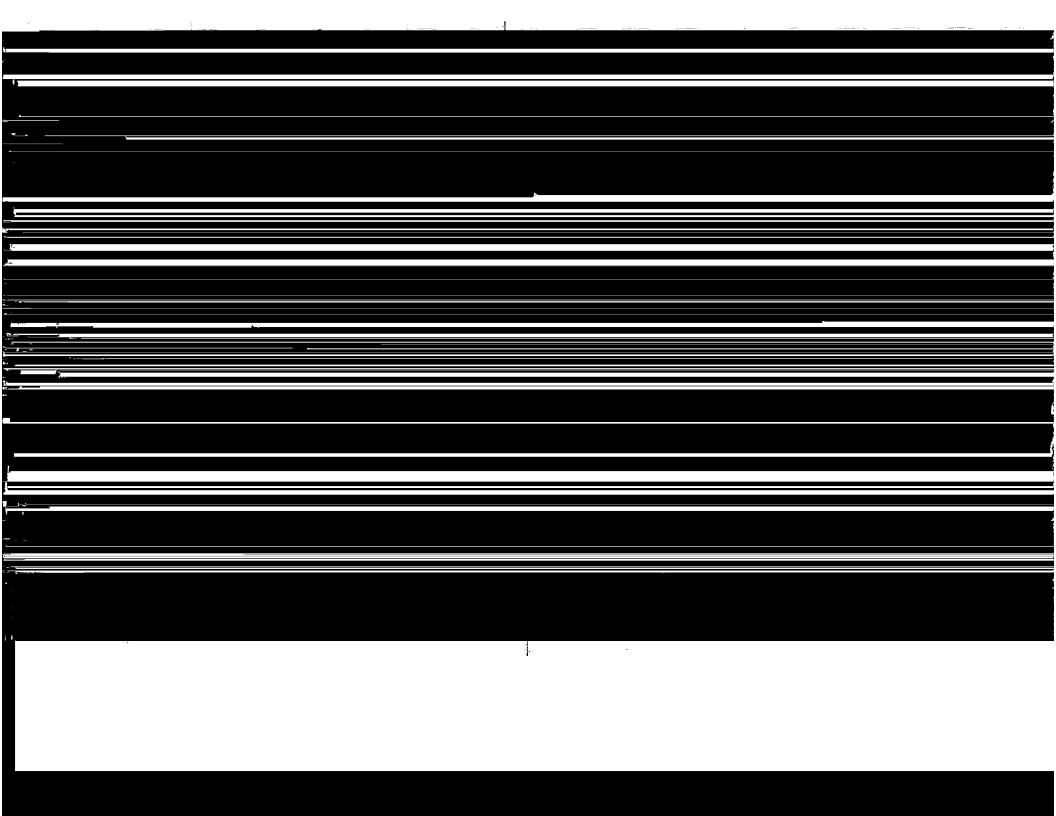
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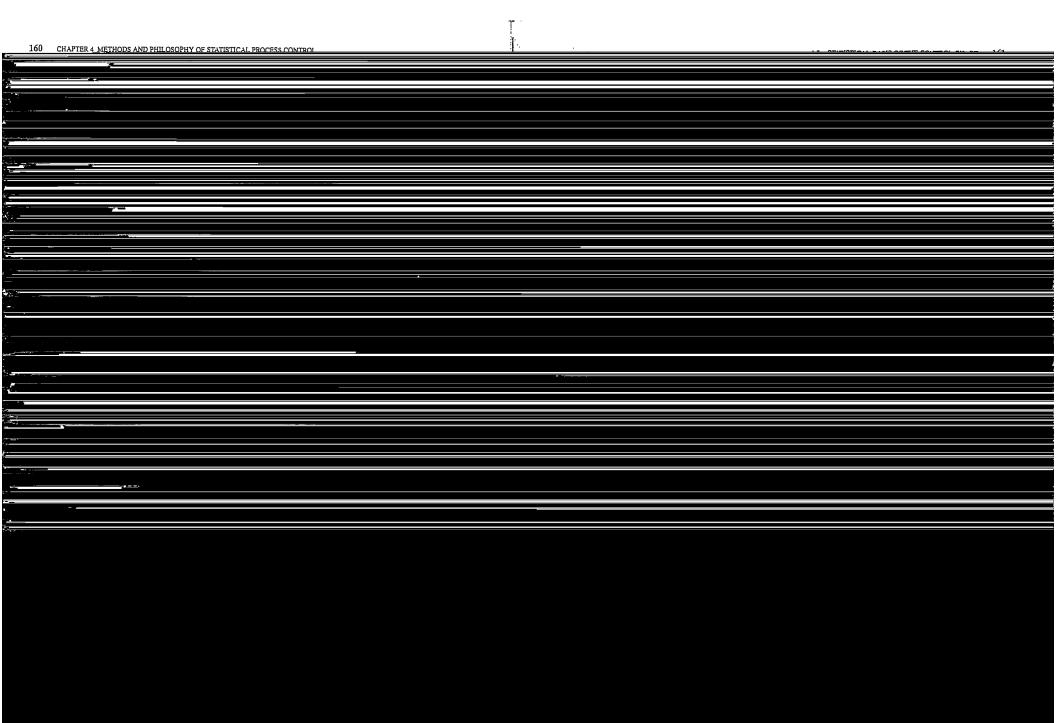
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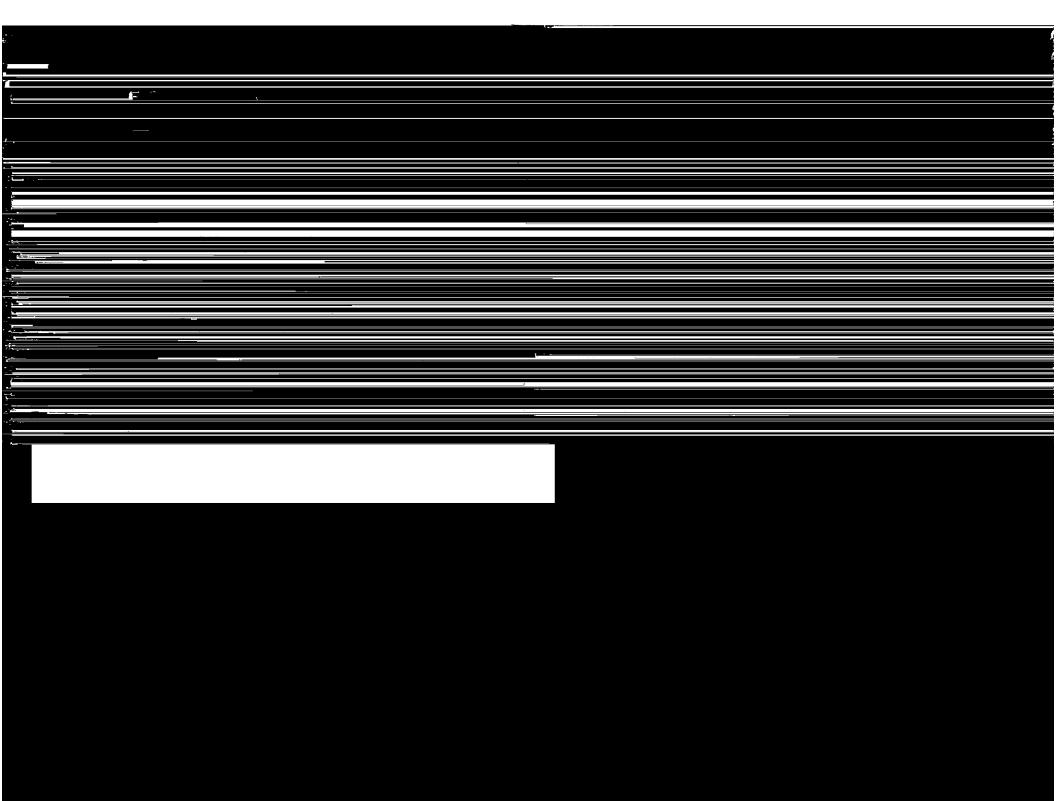
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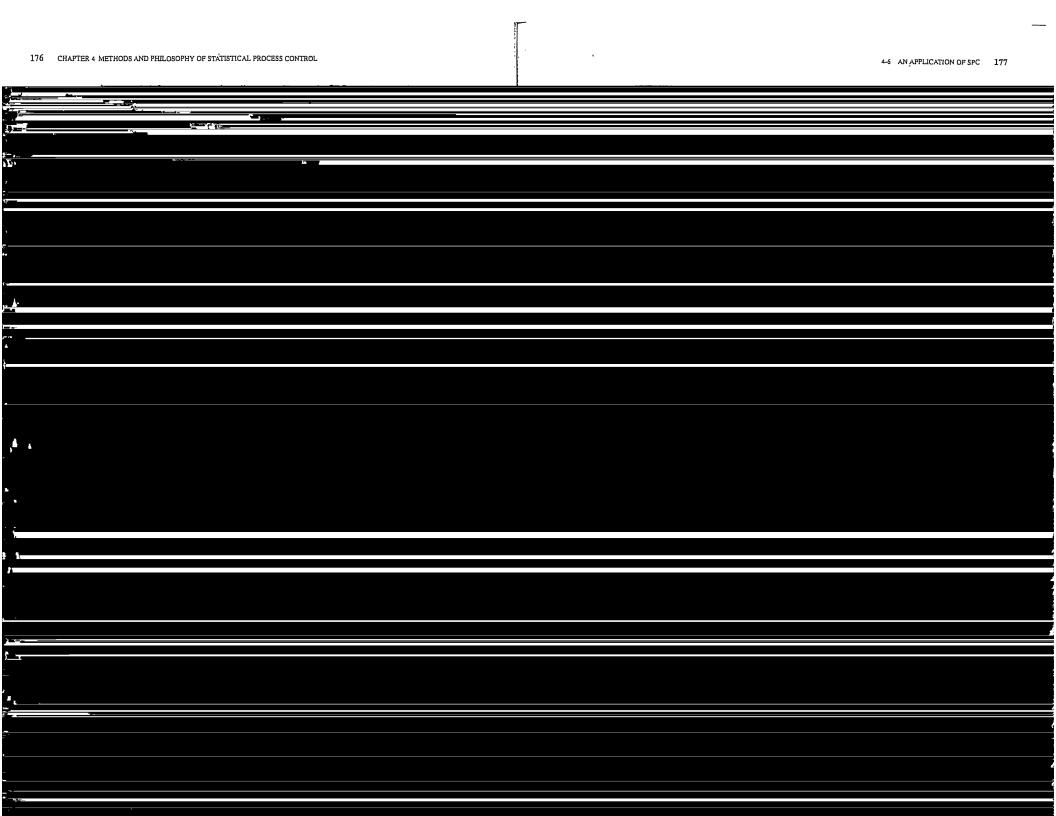
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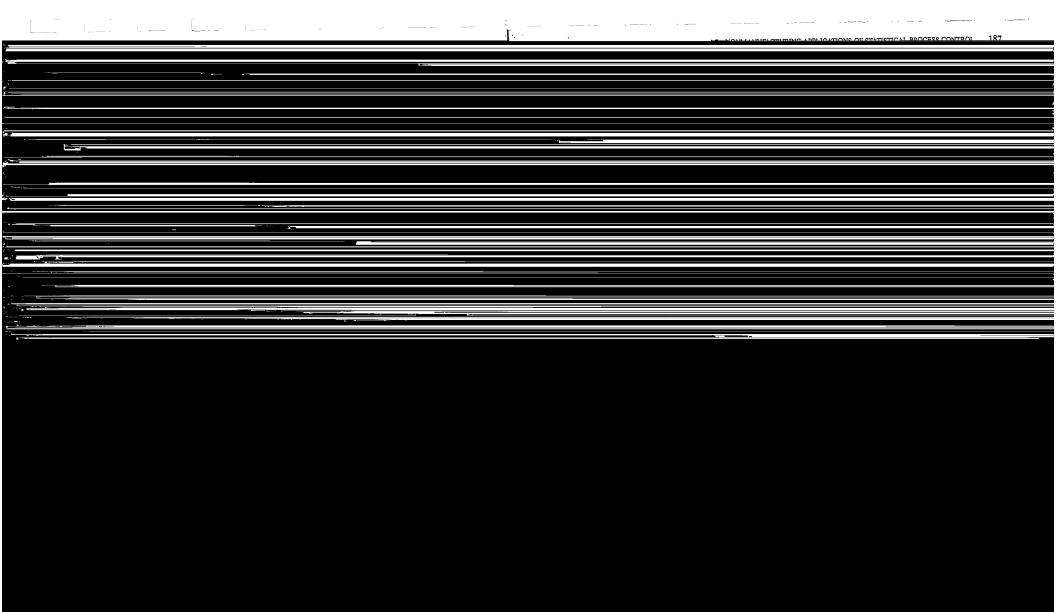
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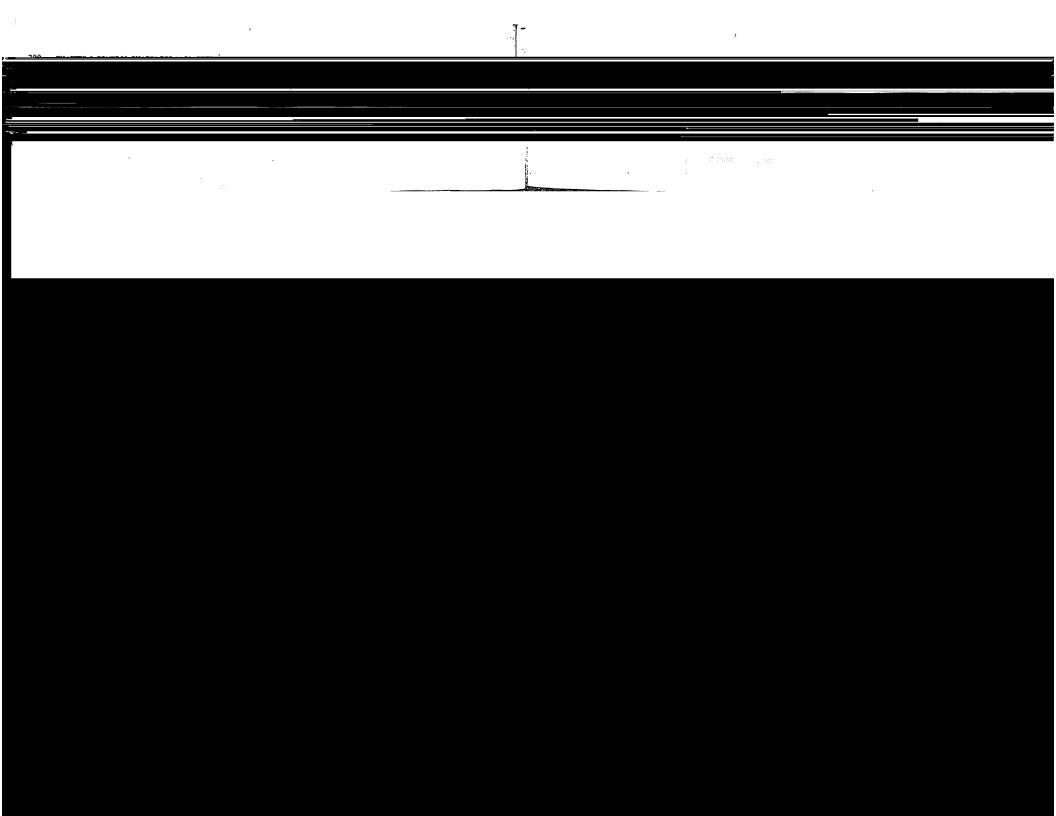
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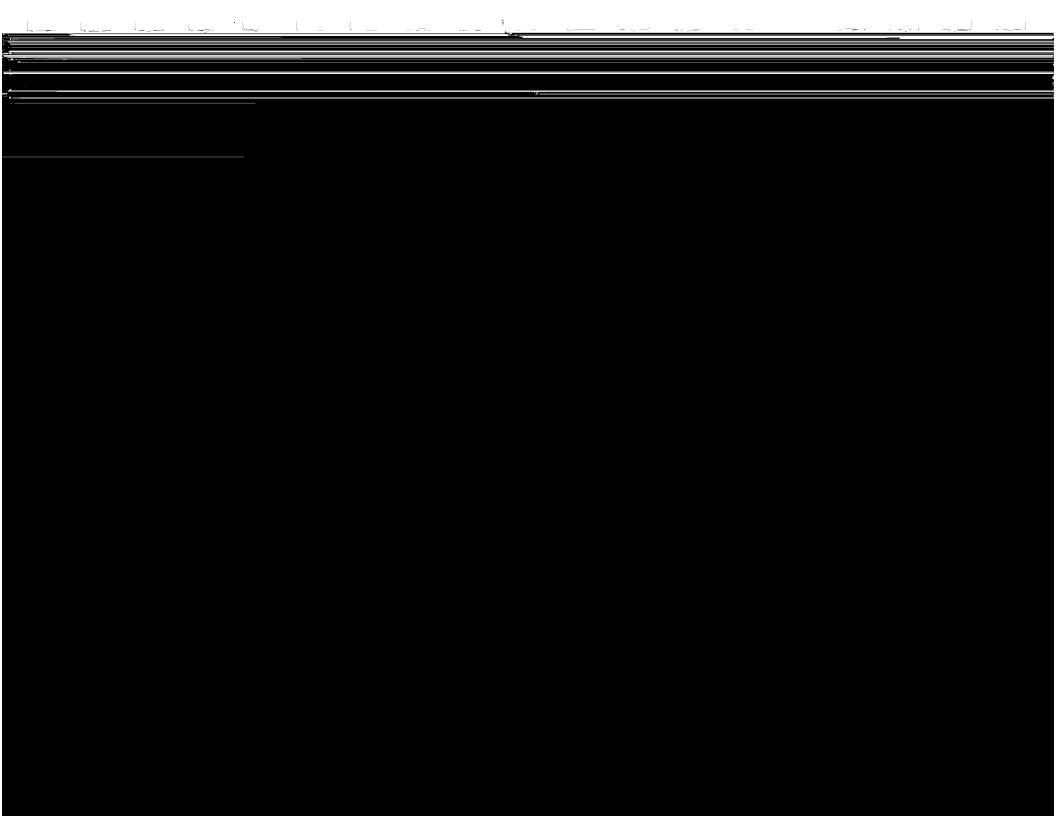


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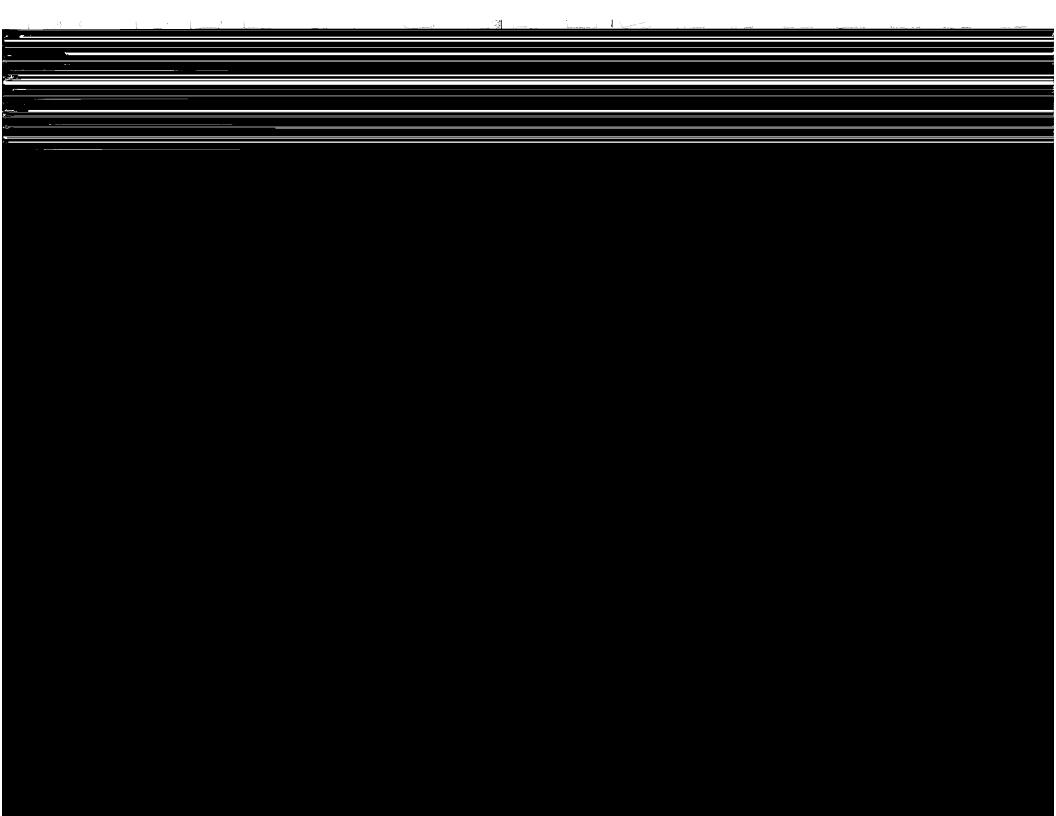




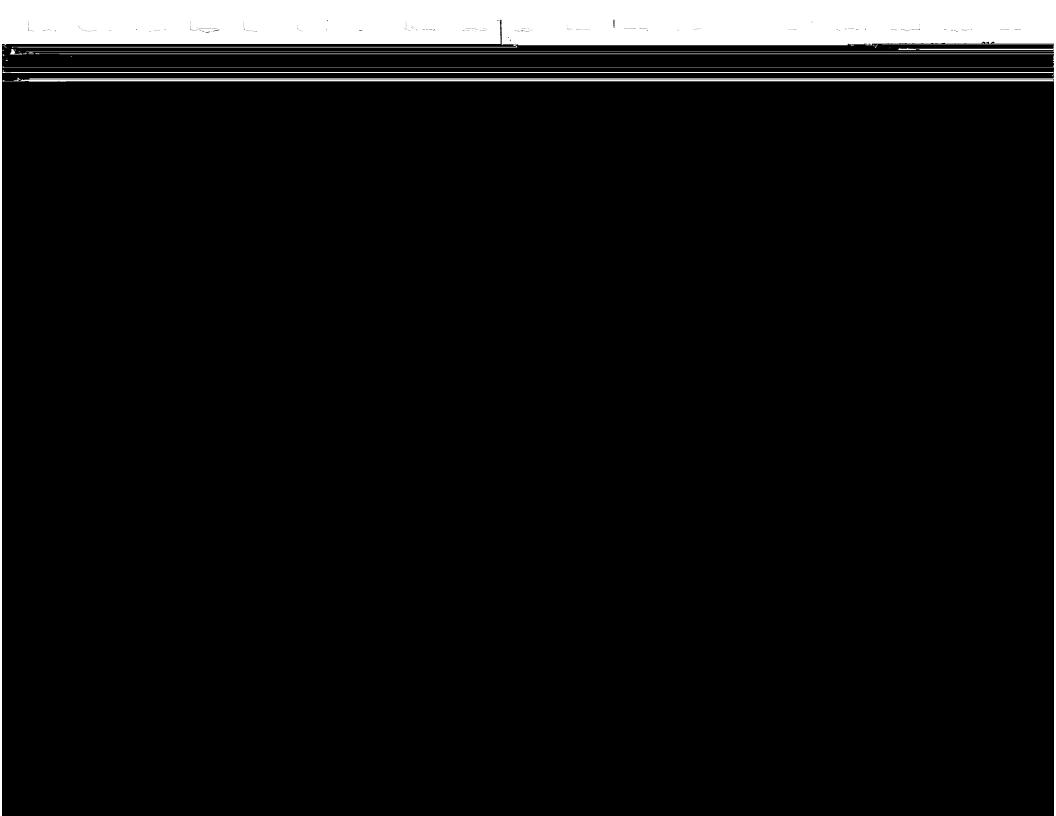
204 CHAPTER 5 CONTROL CHARTS FOR VARIABLES 5-2 CONTROL CHARTS FOR FAND R 205 Note that all the cases in Fig. 5.3 assume that the process is centered at the midpoint - F----

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5-2 CONTROL CHARTS FOR FAND R 209 CHAPTER 5 CONTROL CHARTS FOR VARIABLES



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tures of two normal distributions. Their study indicates that, in most cases, samples of size

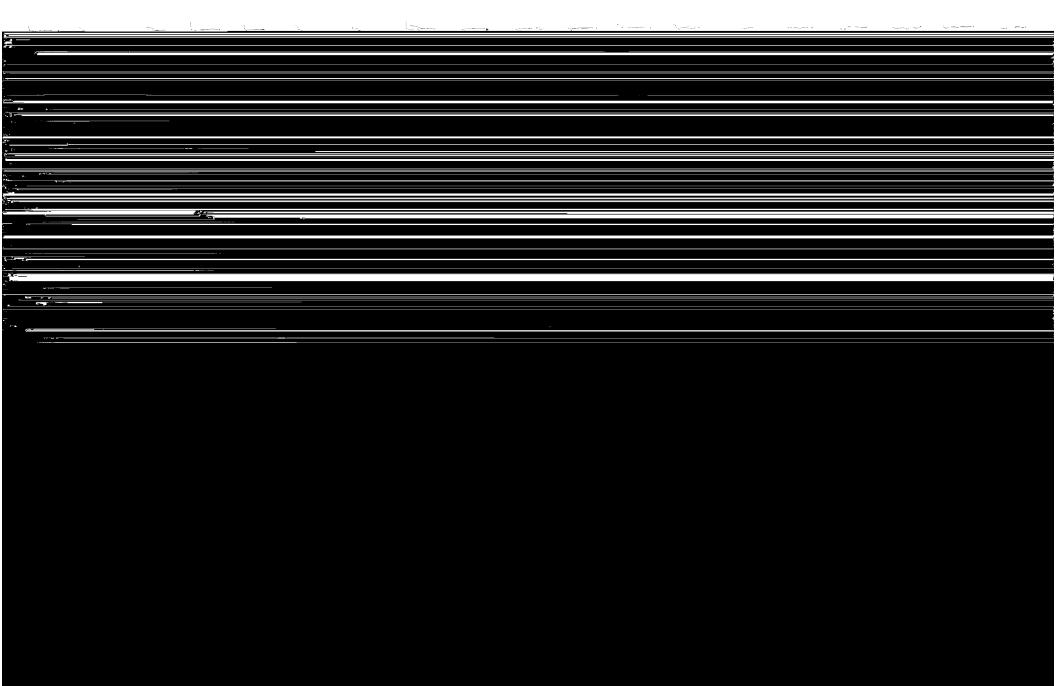
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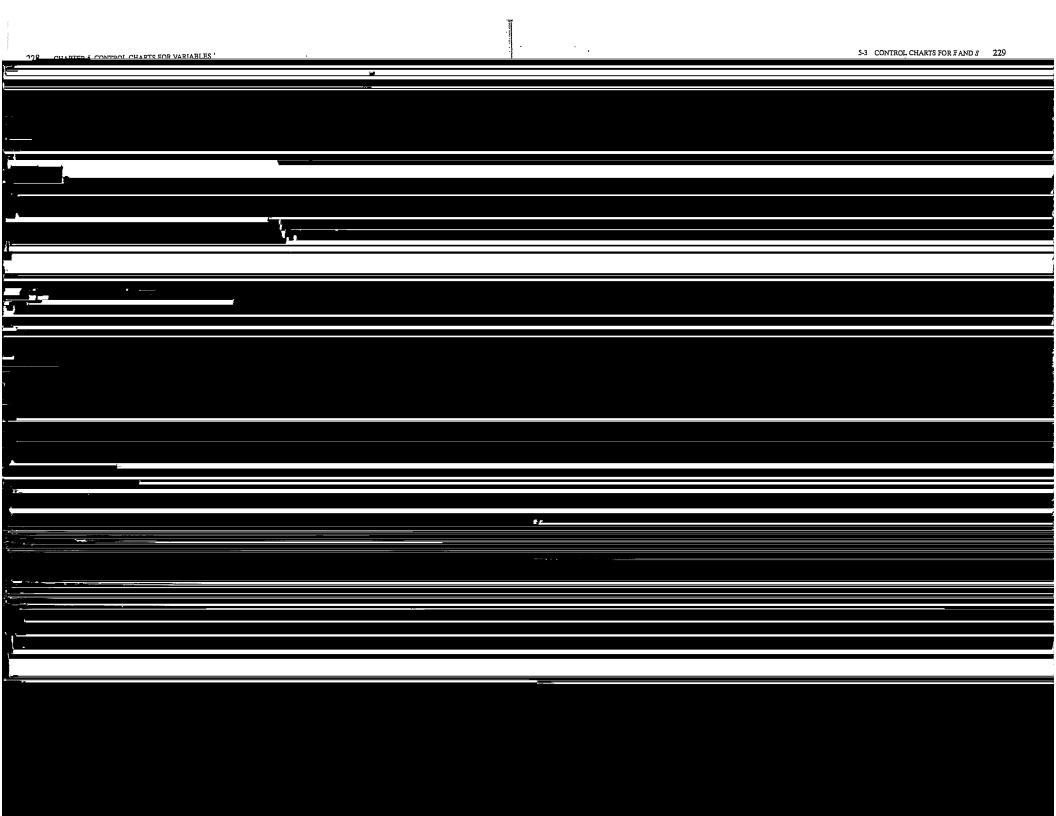
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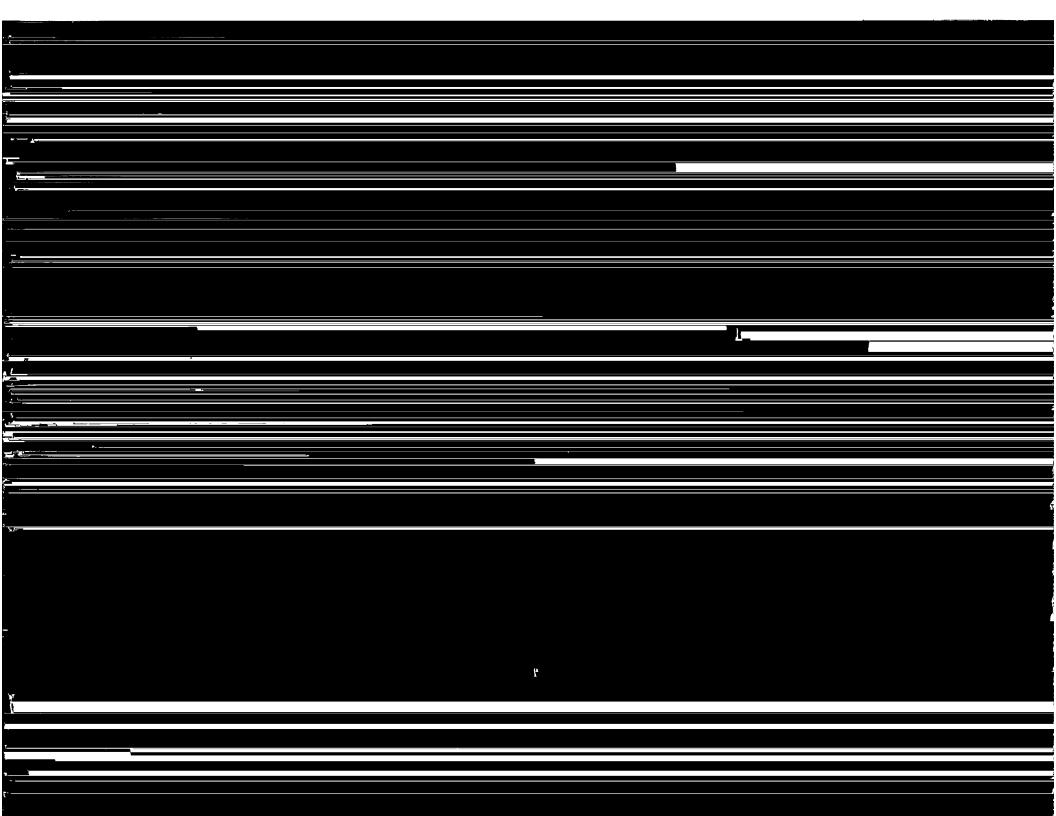
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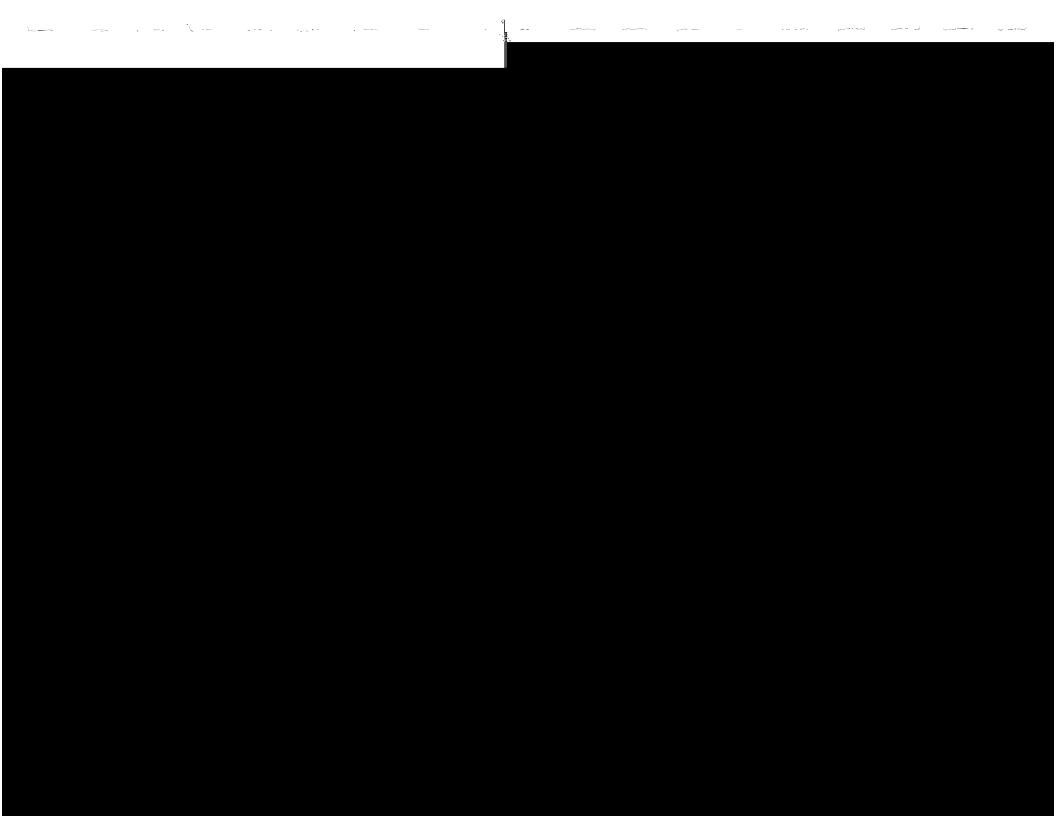


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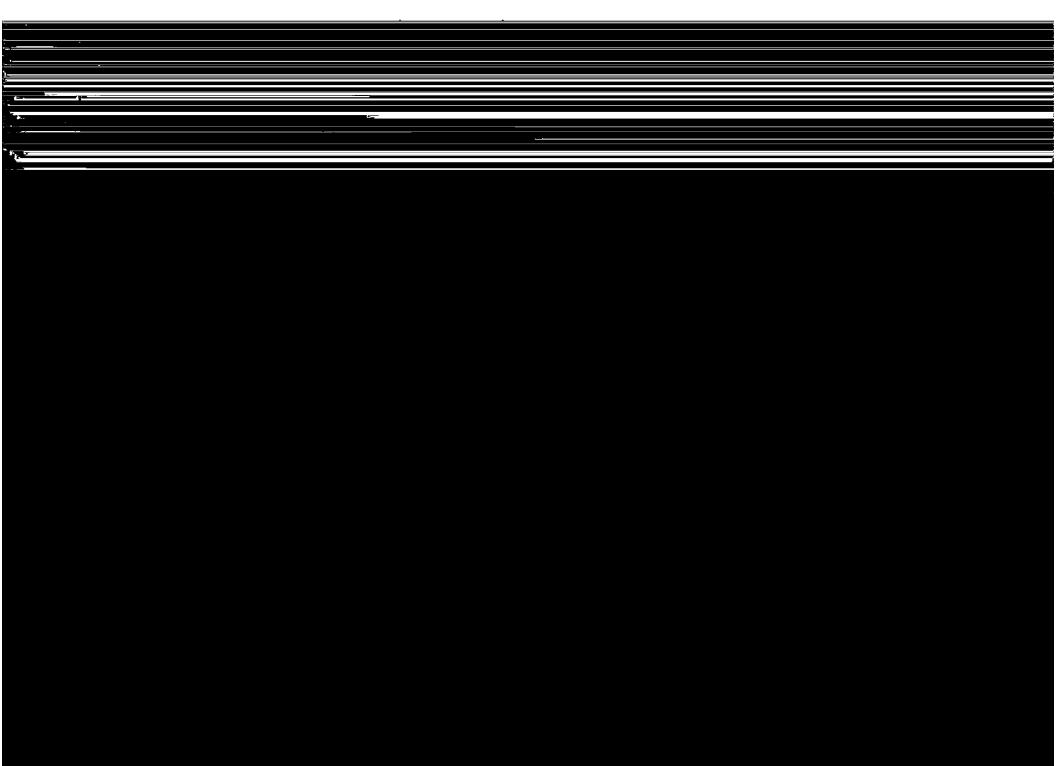
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248 CHAPTER 5 CONTROL CHARTS FOR VARIABLES . EXERCISES 249

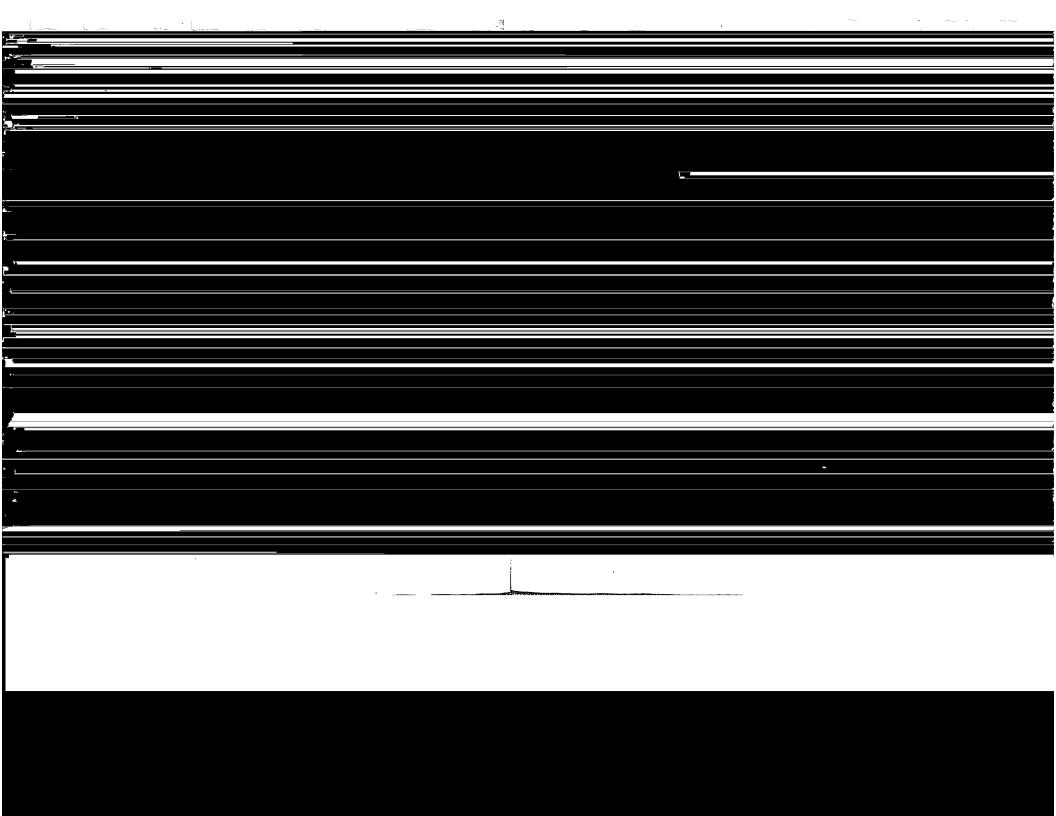
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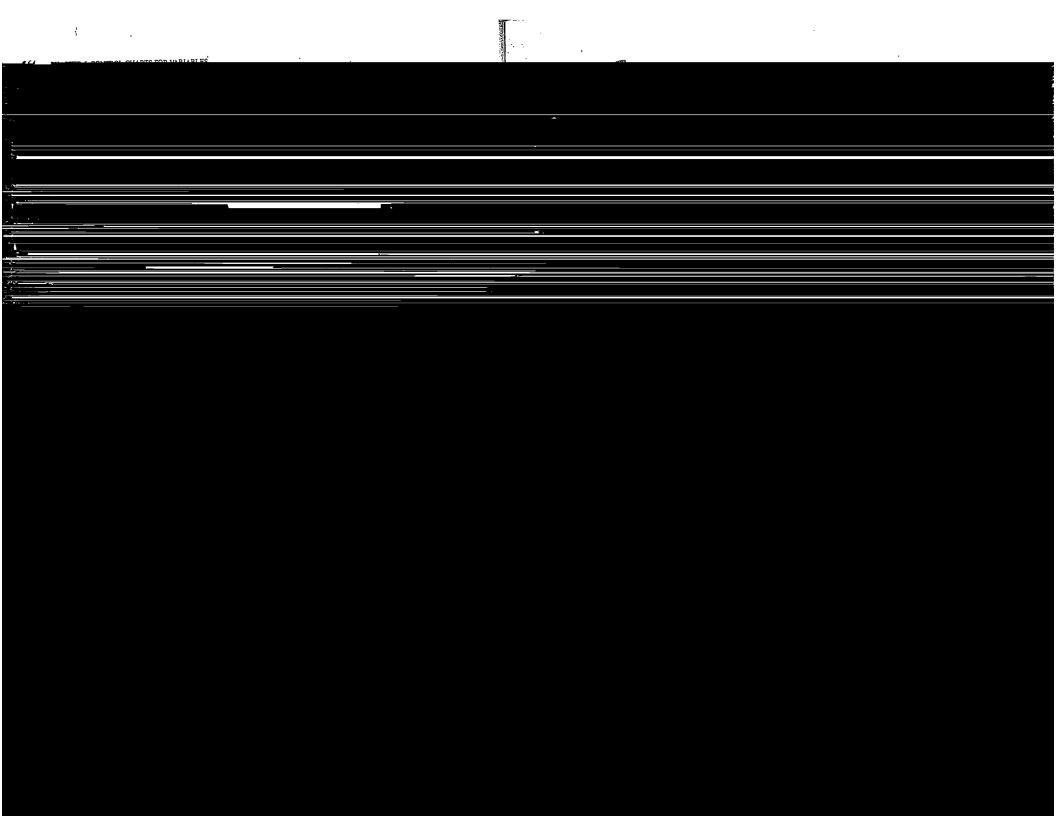
EXERCISES 251



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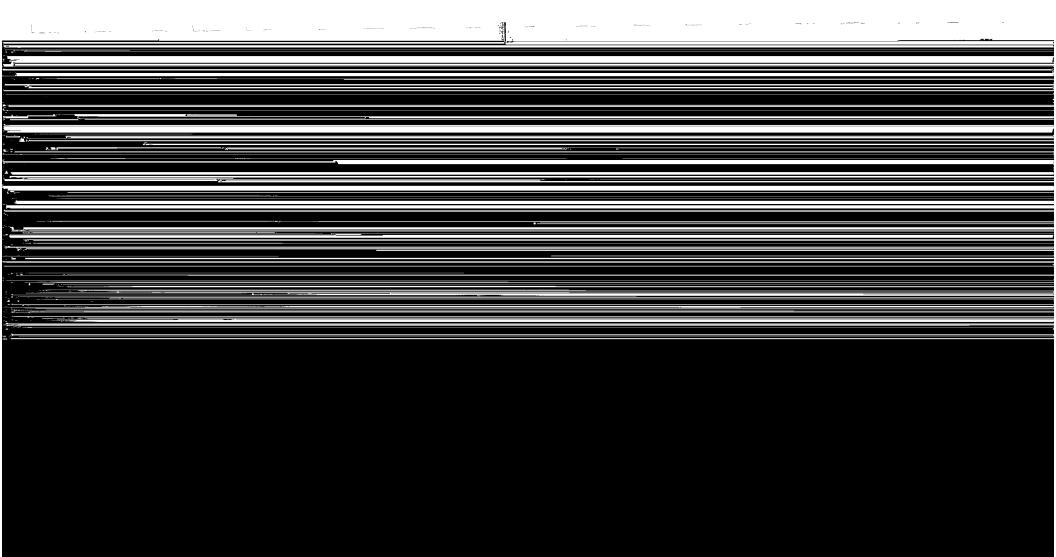
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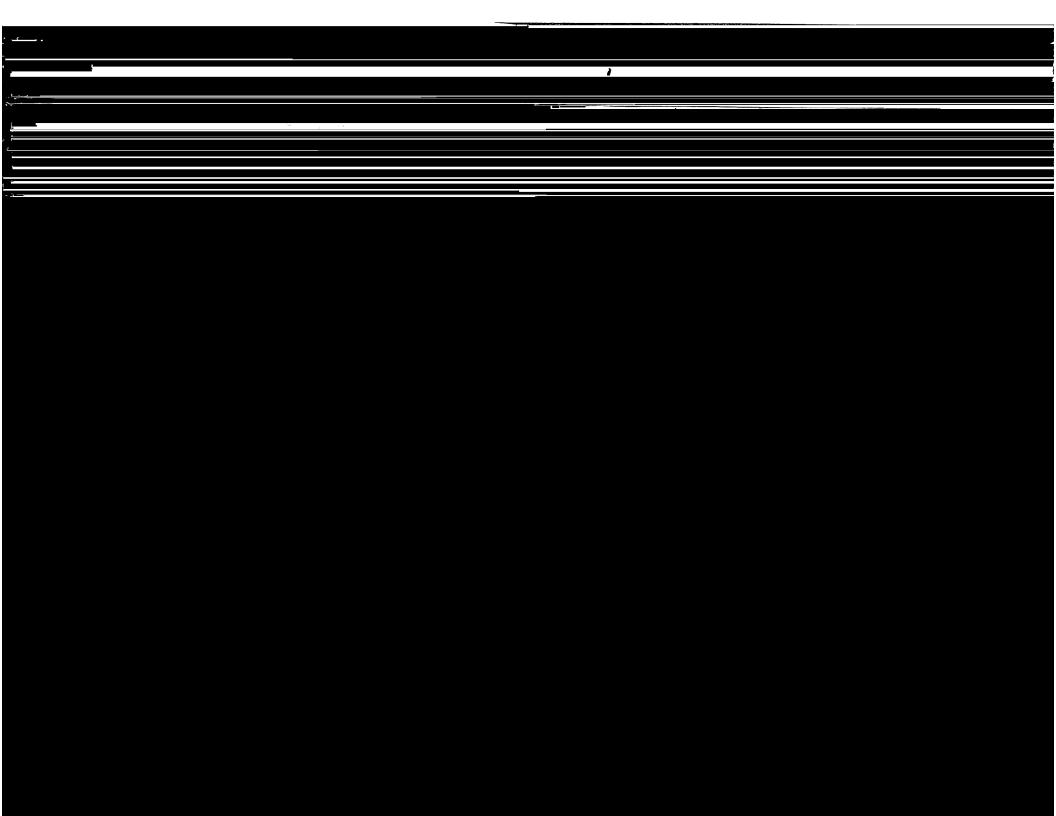




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6-2 THE CONTROL CHART FOR FRACTION NONCONFORMING 269 268 CHAPTER 6 CONTROL CHARTS FOR ATTRIBUTES





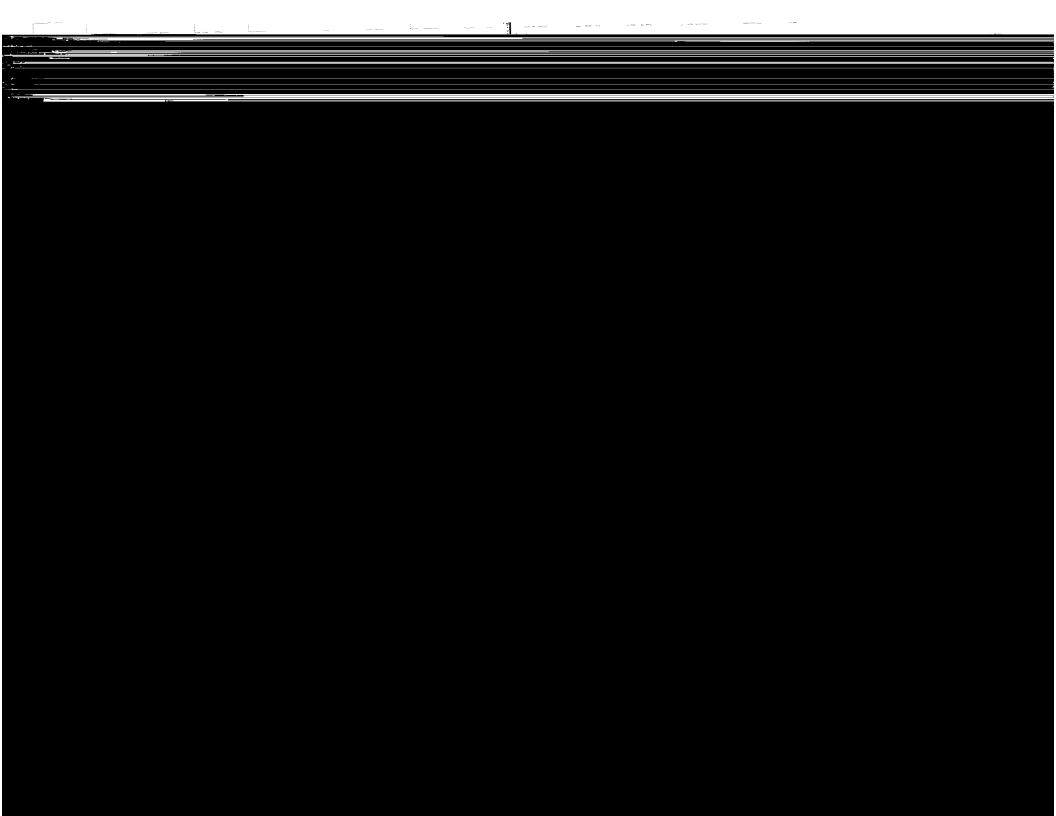
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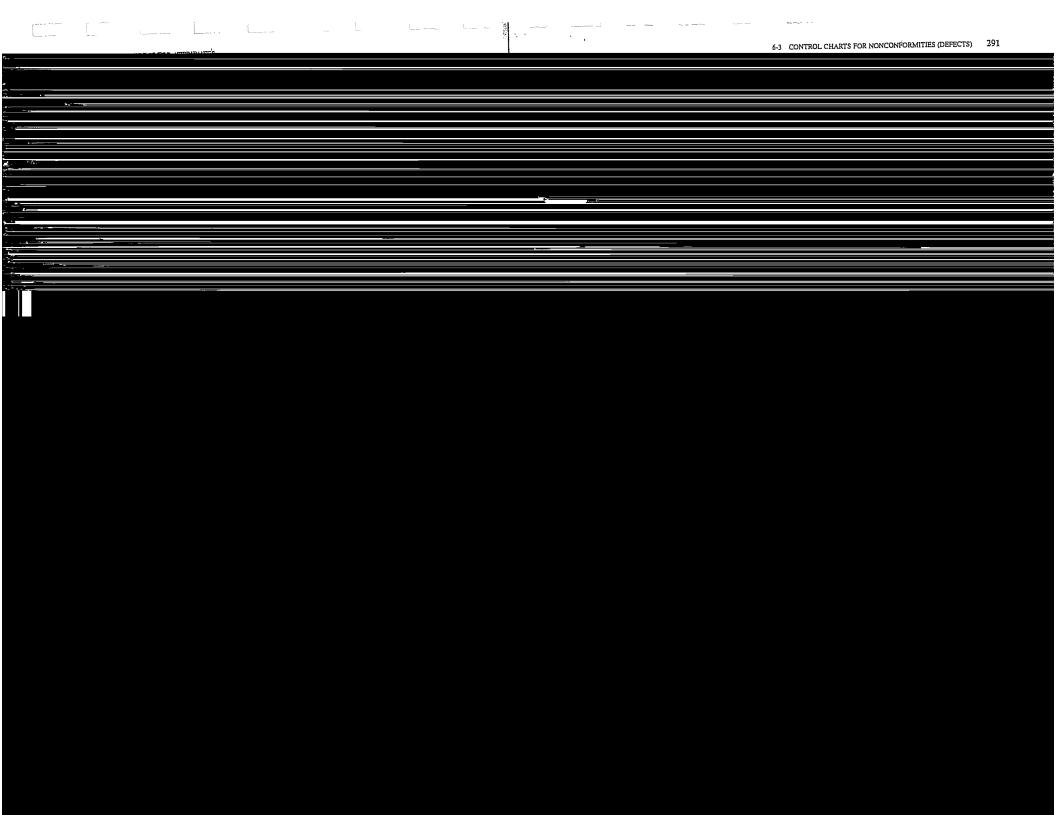
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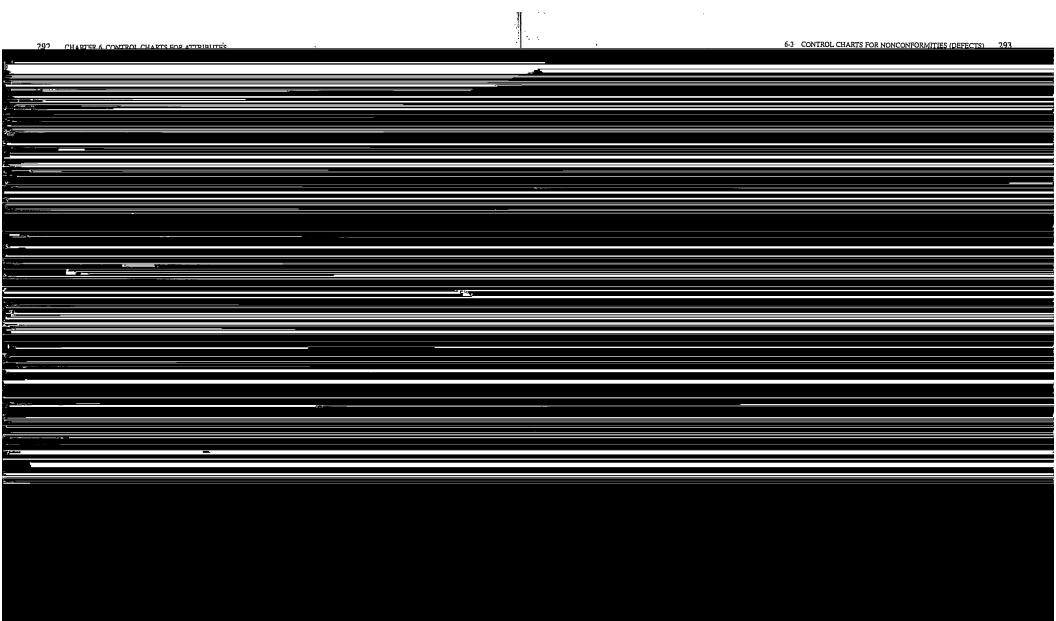
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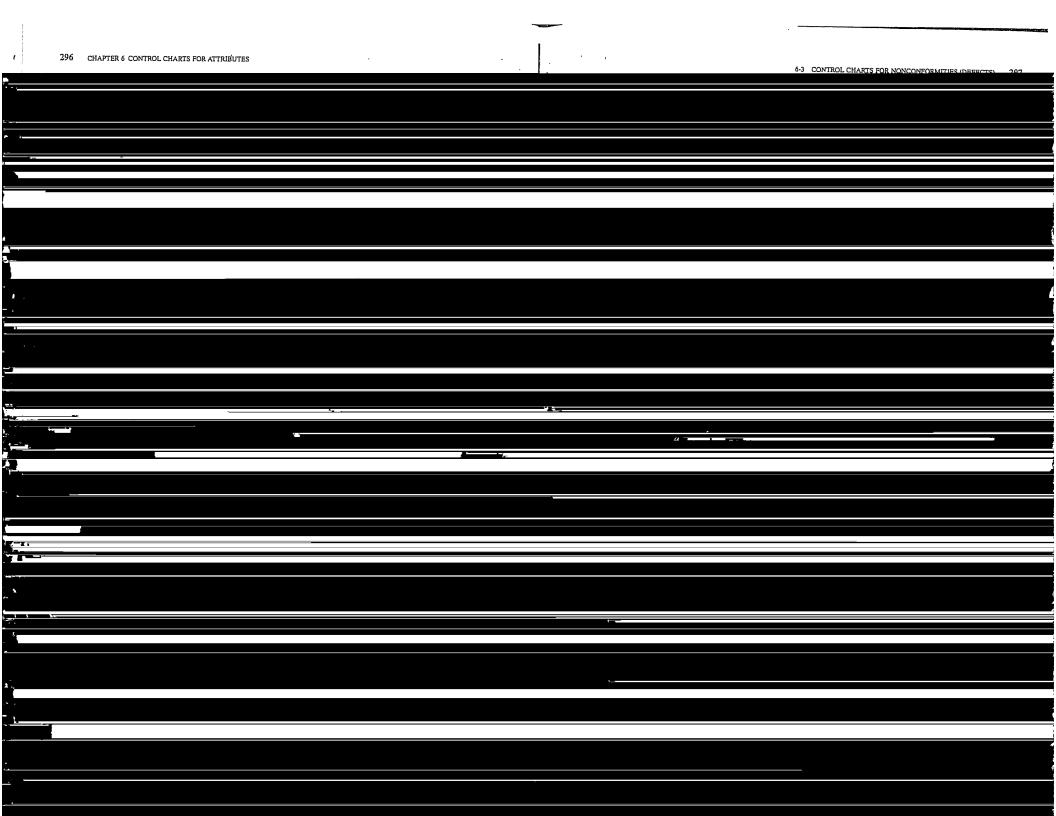


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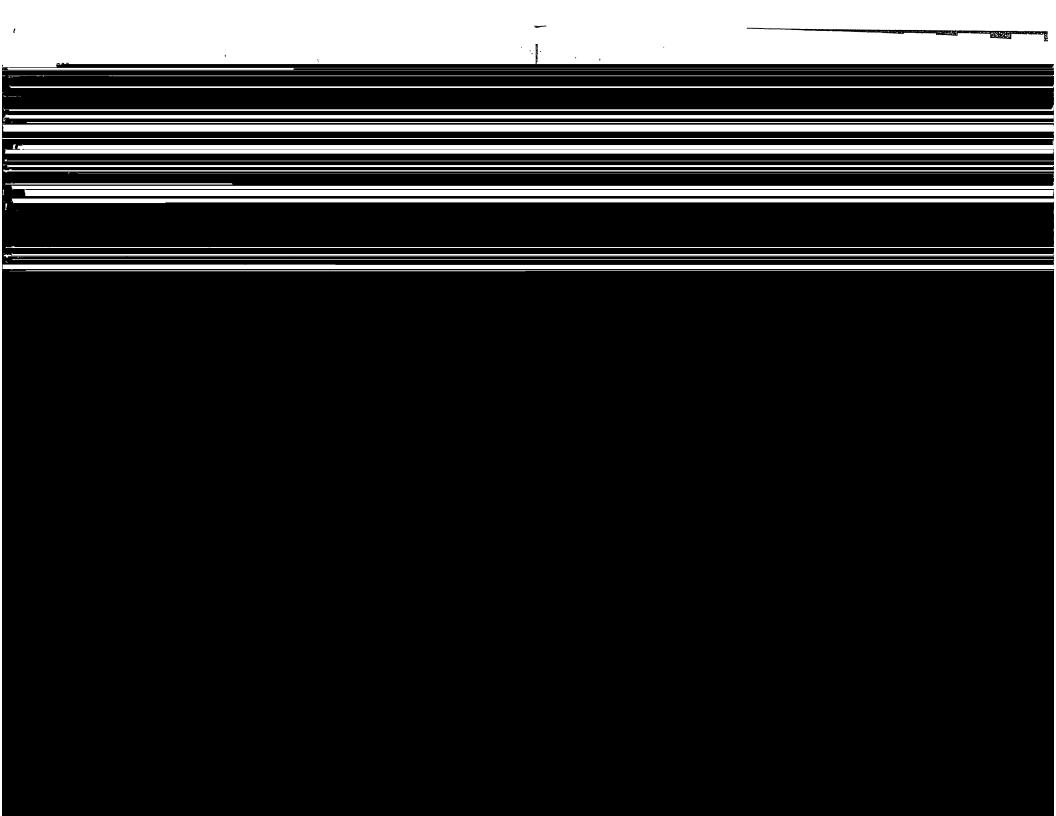




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6-3 CONTROL CHARTS FOR NONCONFORMITIES (DEFECTS) 303

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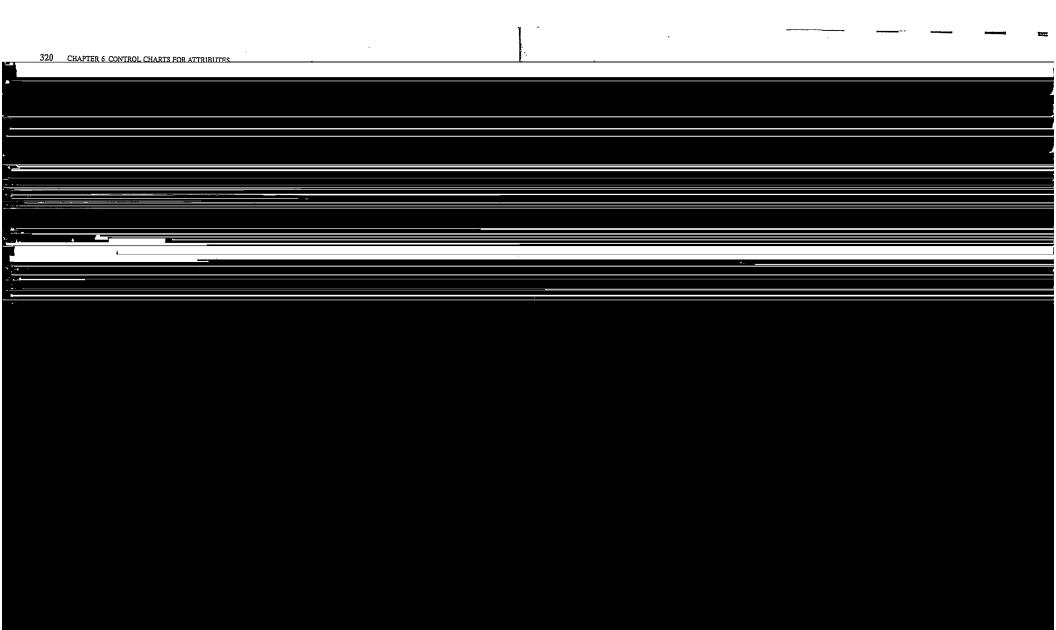
312 CHAPTER 6 CONTROL CHARTS FOR ATTRIBUTES 6-5 GUIDELINES FOR IMPLEMENTING CONTROL CHARTS 313 Determining Which Characteristics to Control



316 CHAPTER 6 CONTROL CHARTS FOR ATTRIBUTES

EXERCISES 317

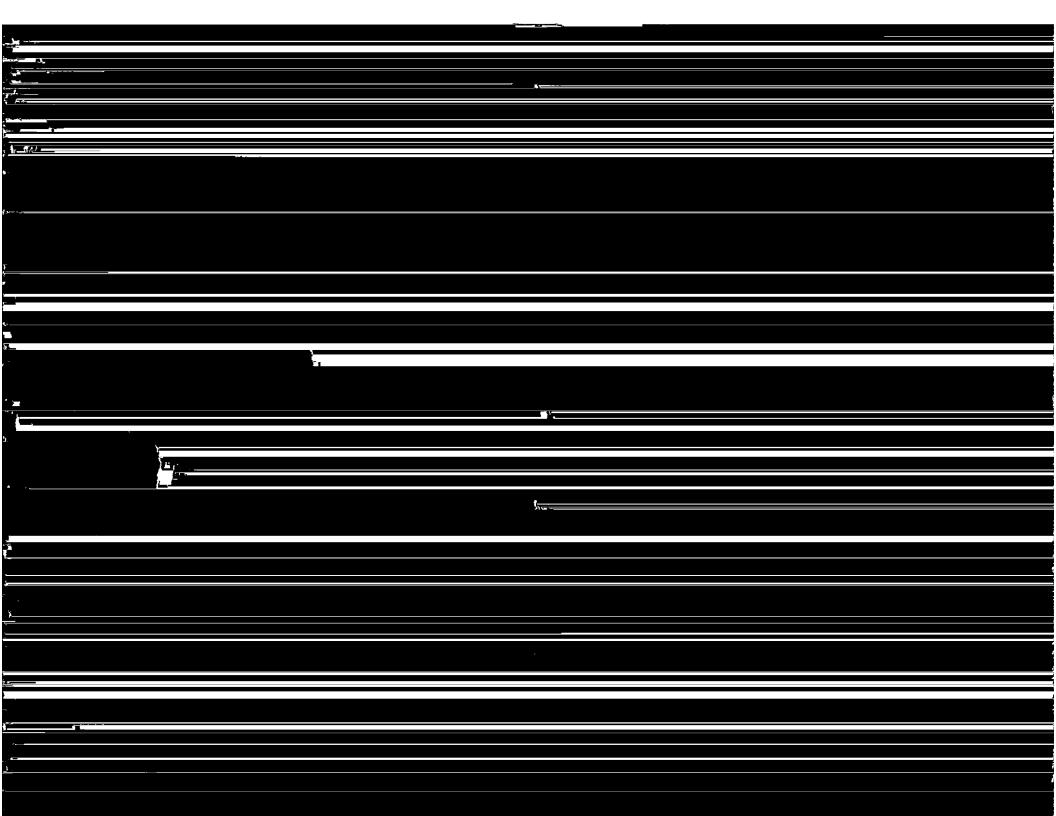
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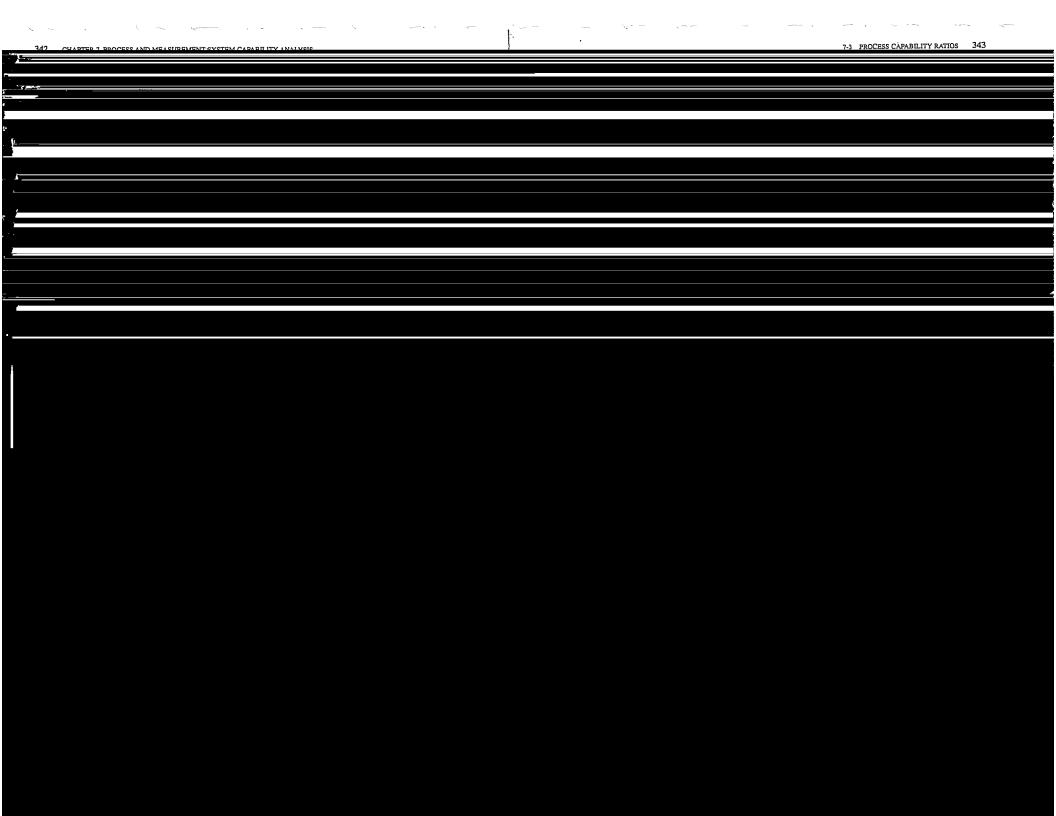
EXERCISES 323

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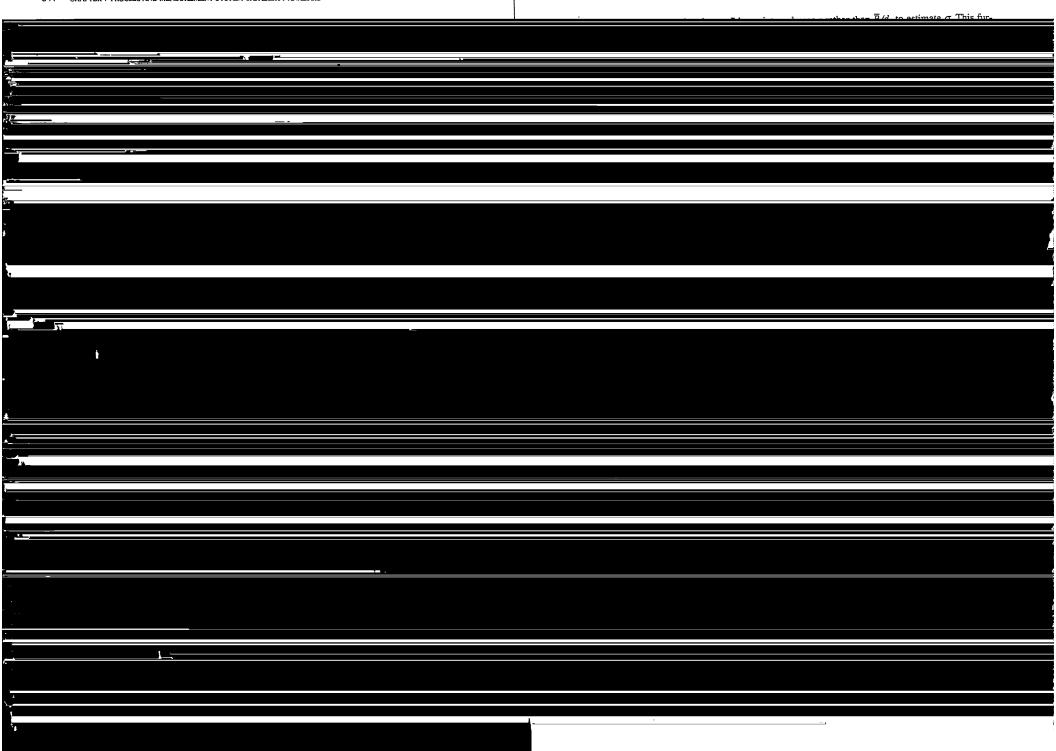
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7.3 PROCESS CAPABILITY RATIOS 337

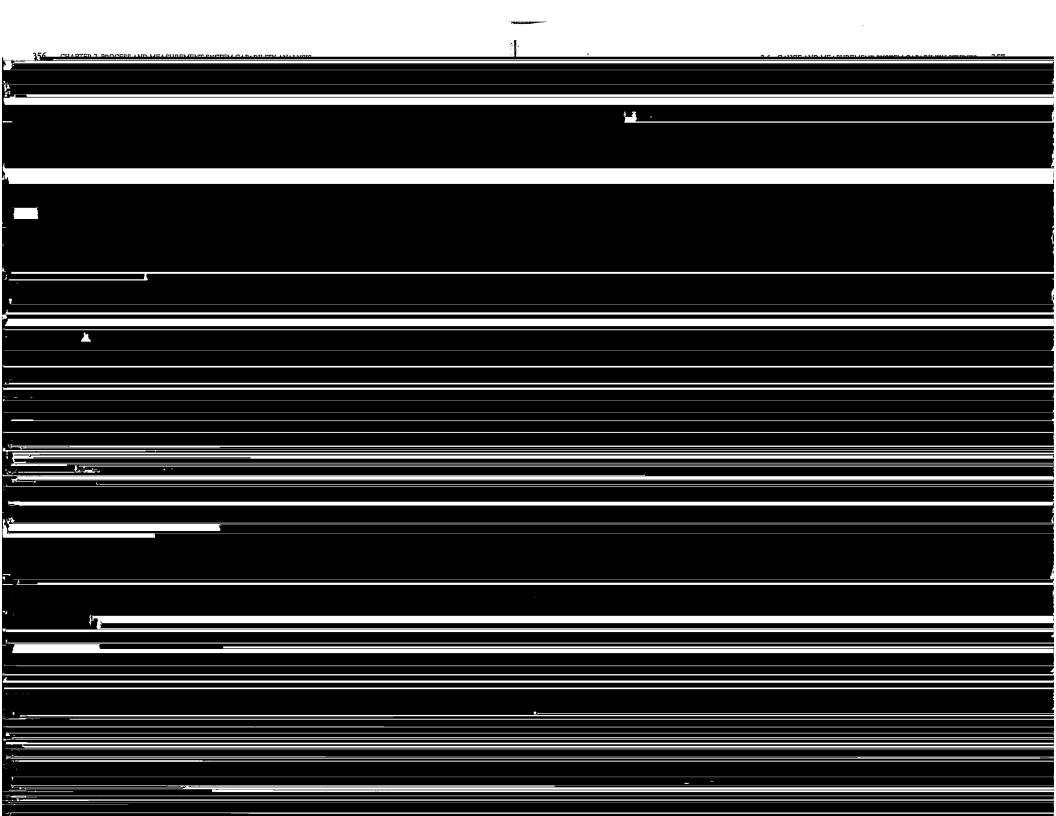


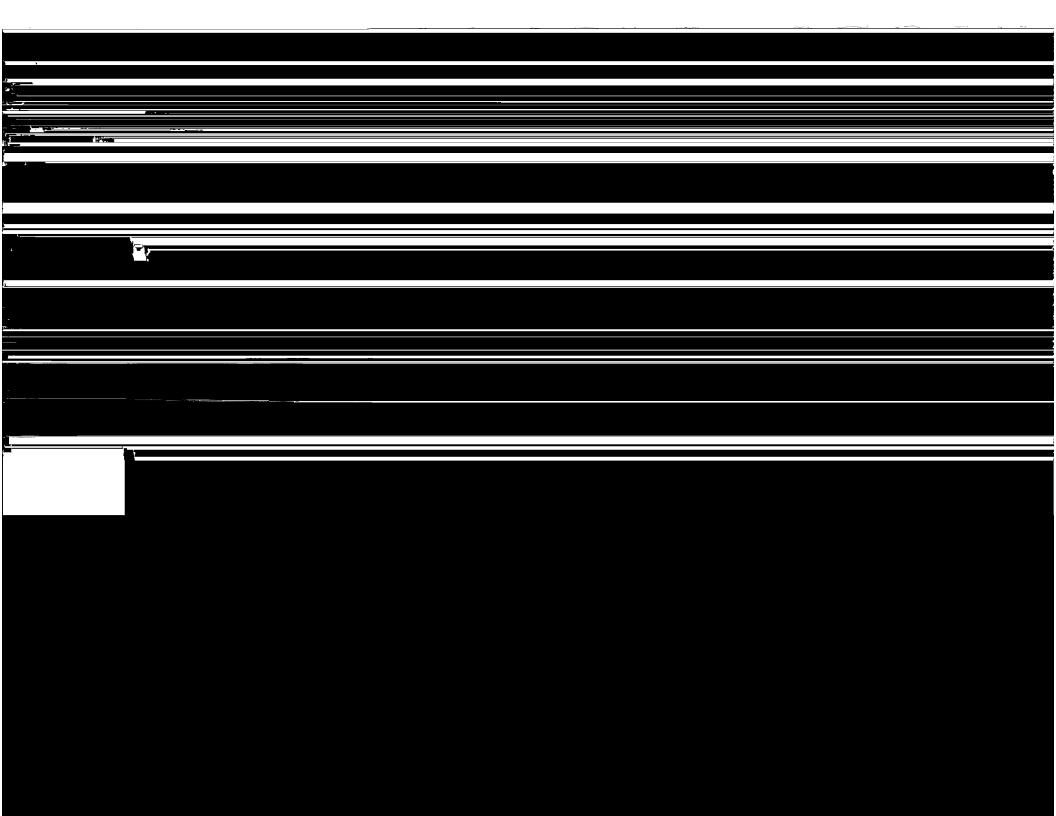
7-3 PROCESS CAPABILITY RATIOS 345



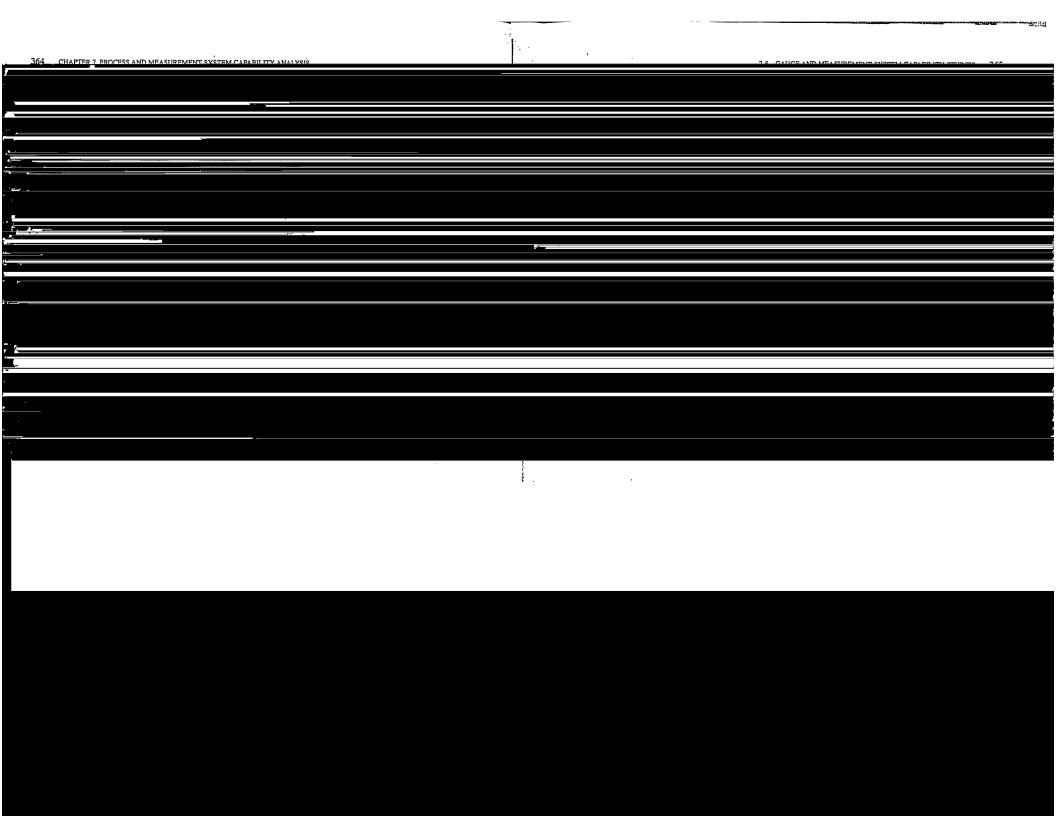
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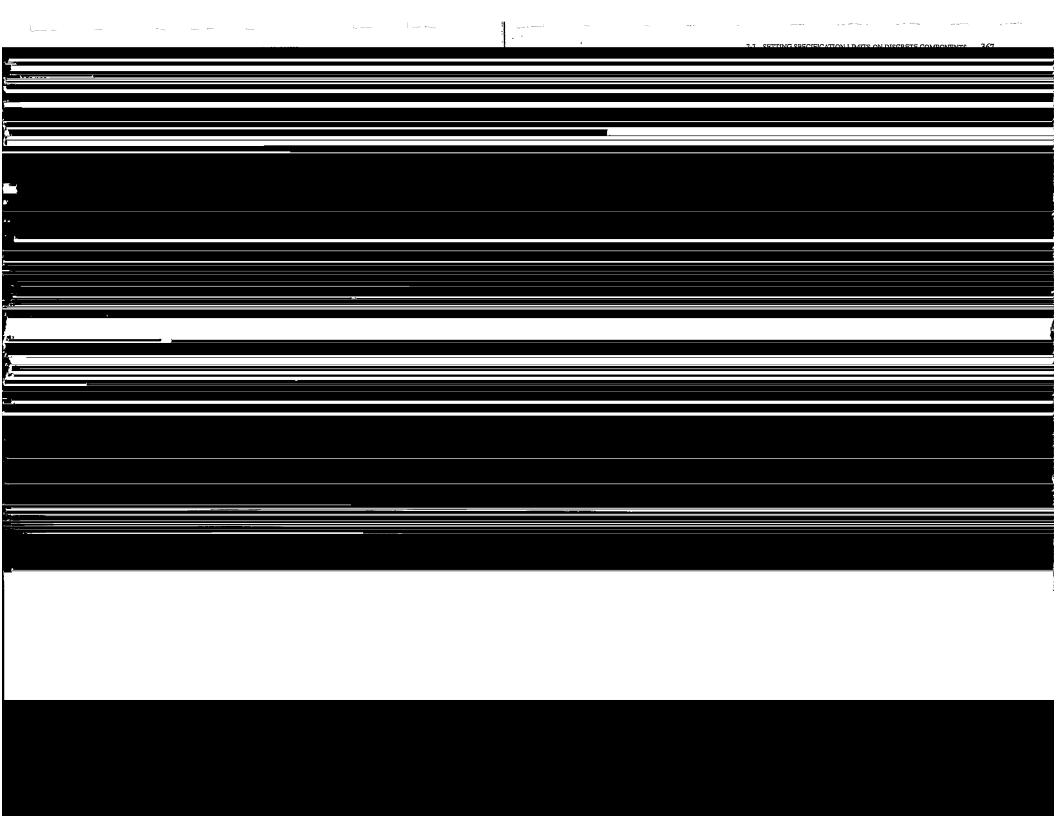


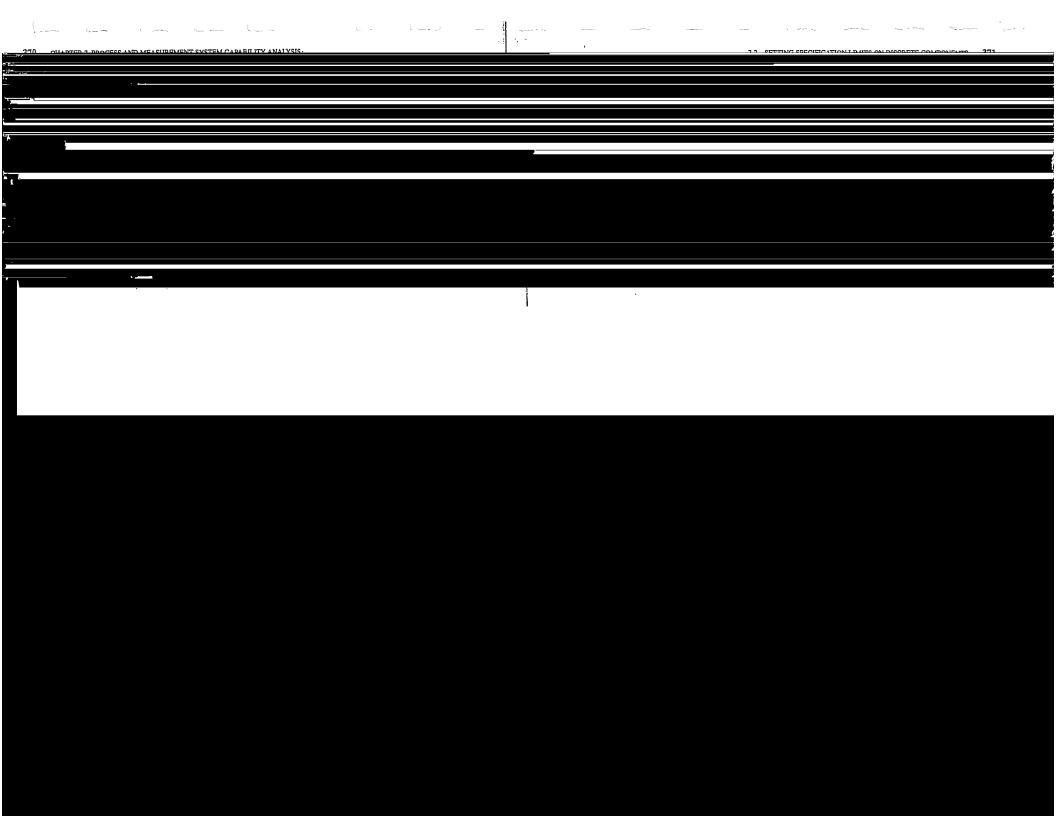


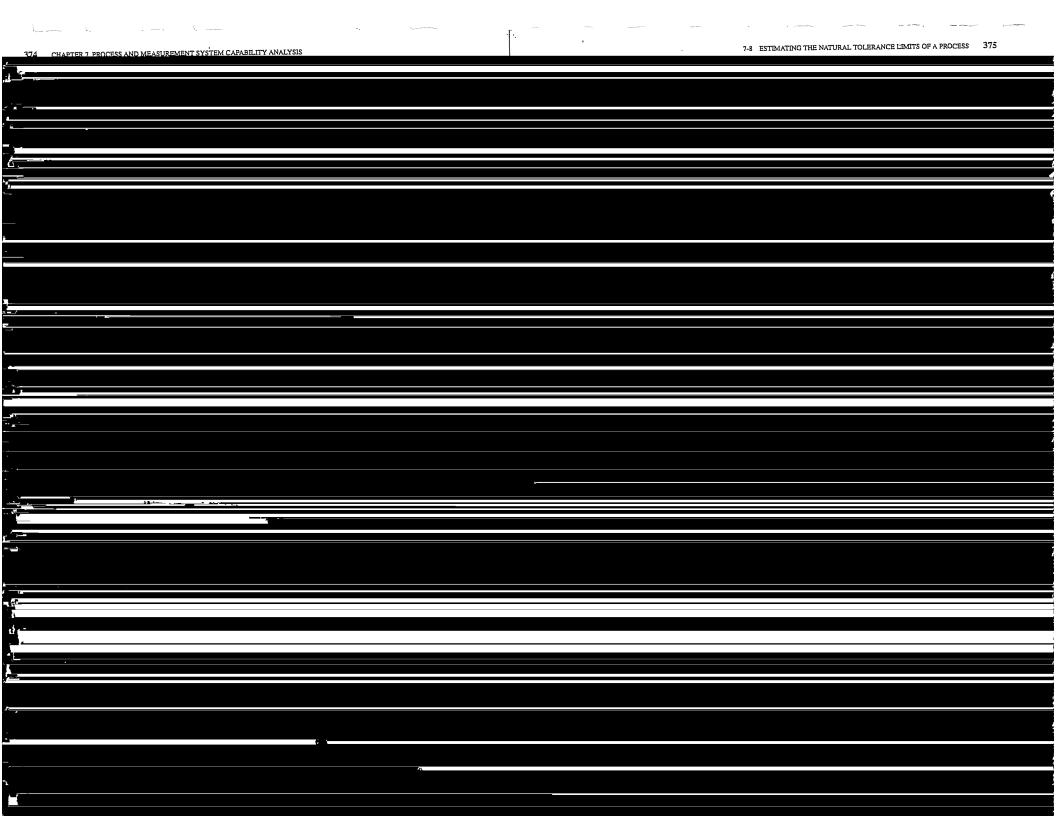




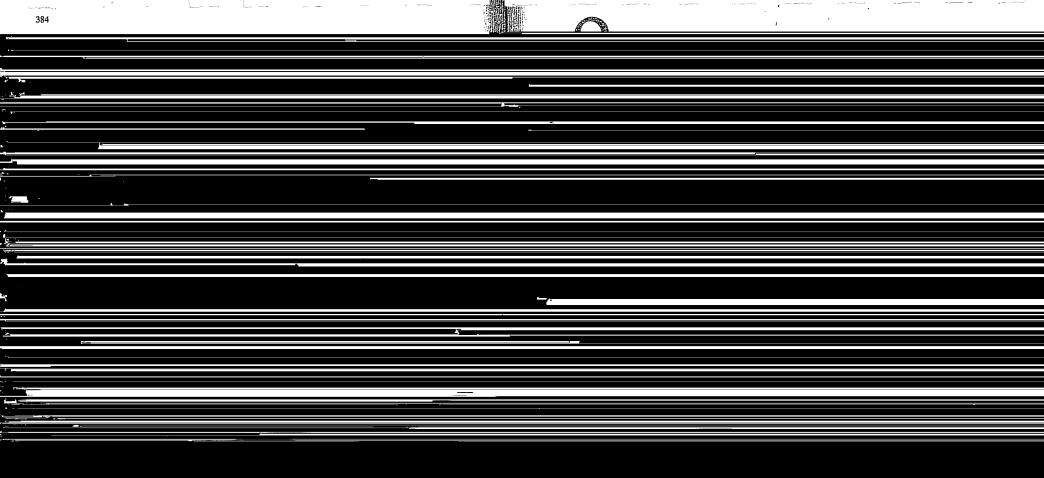


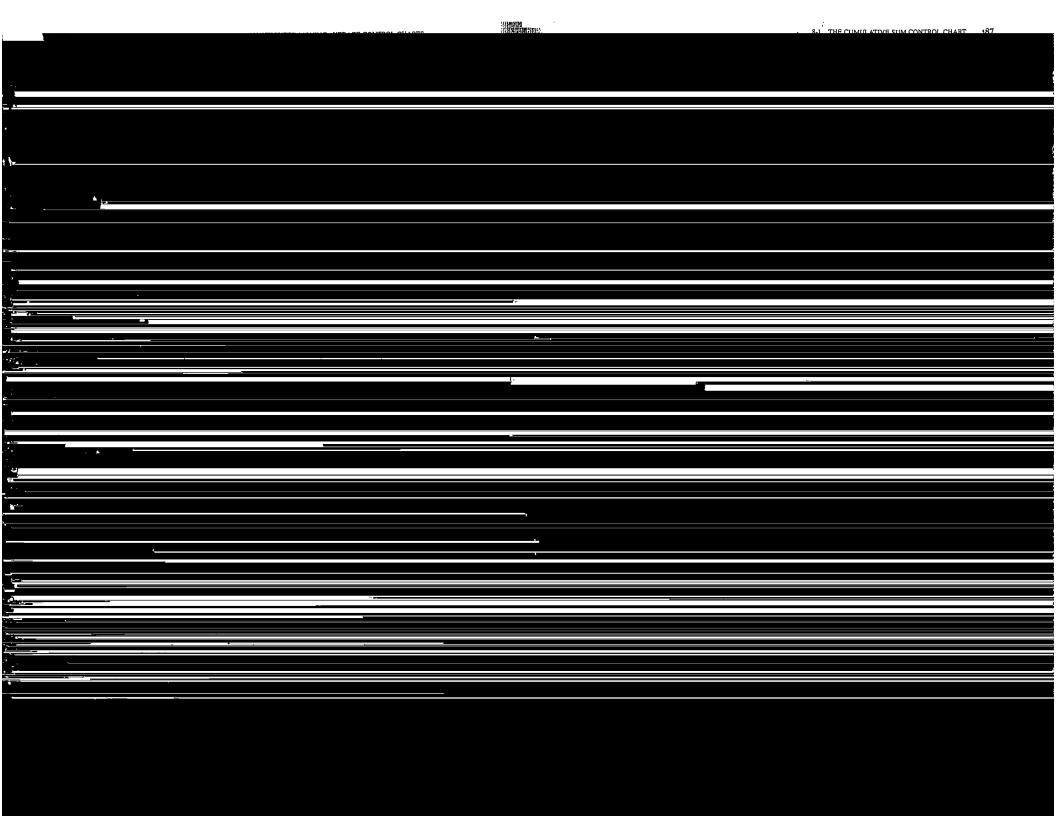






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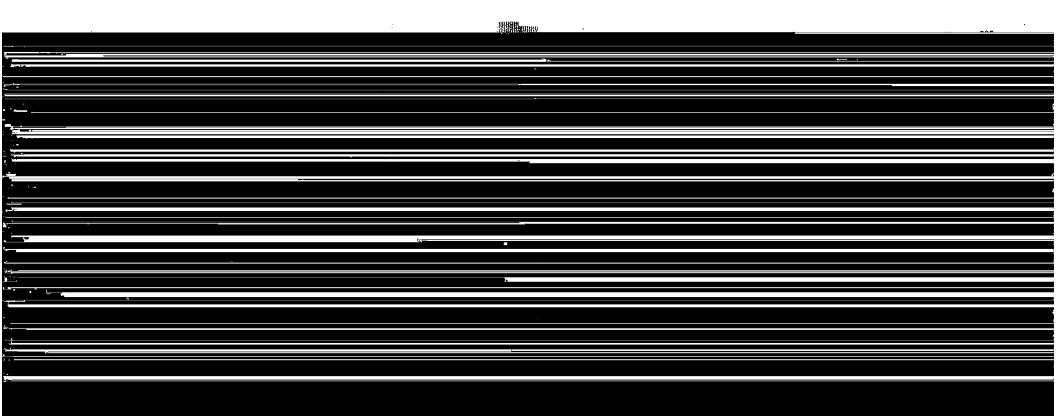


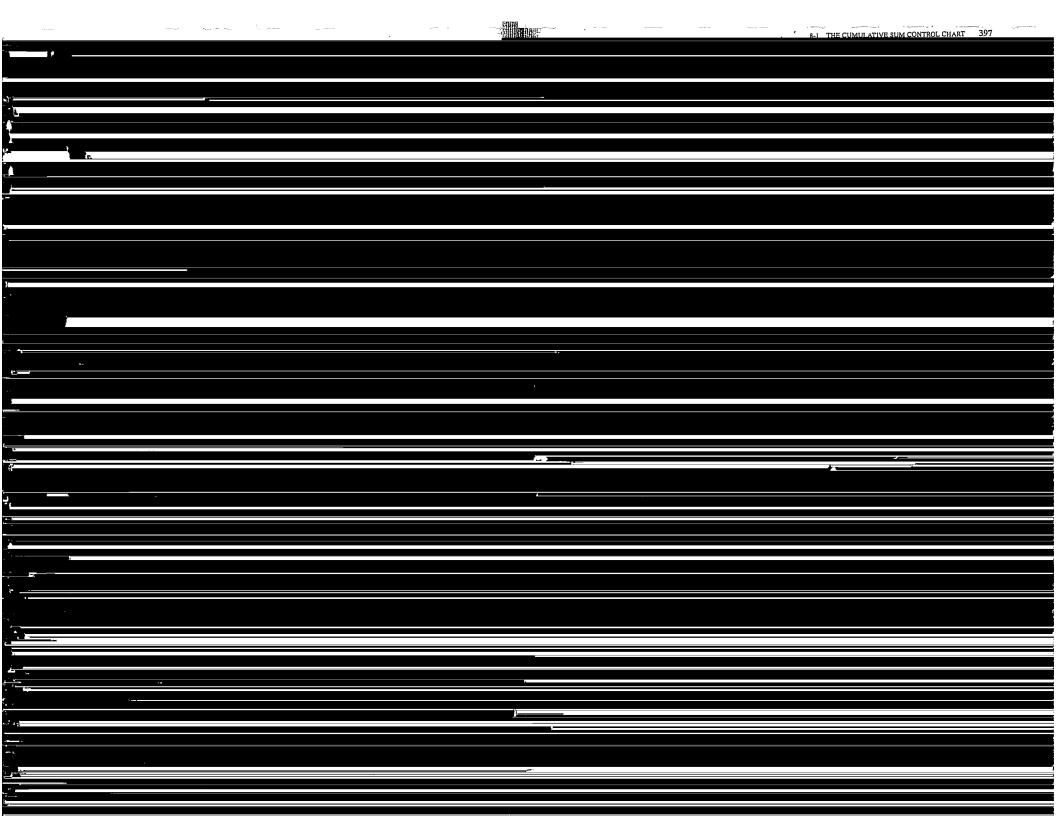




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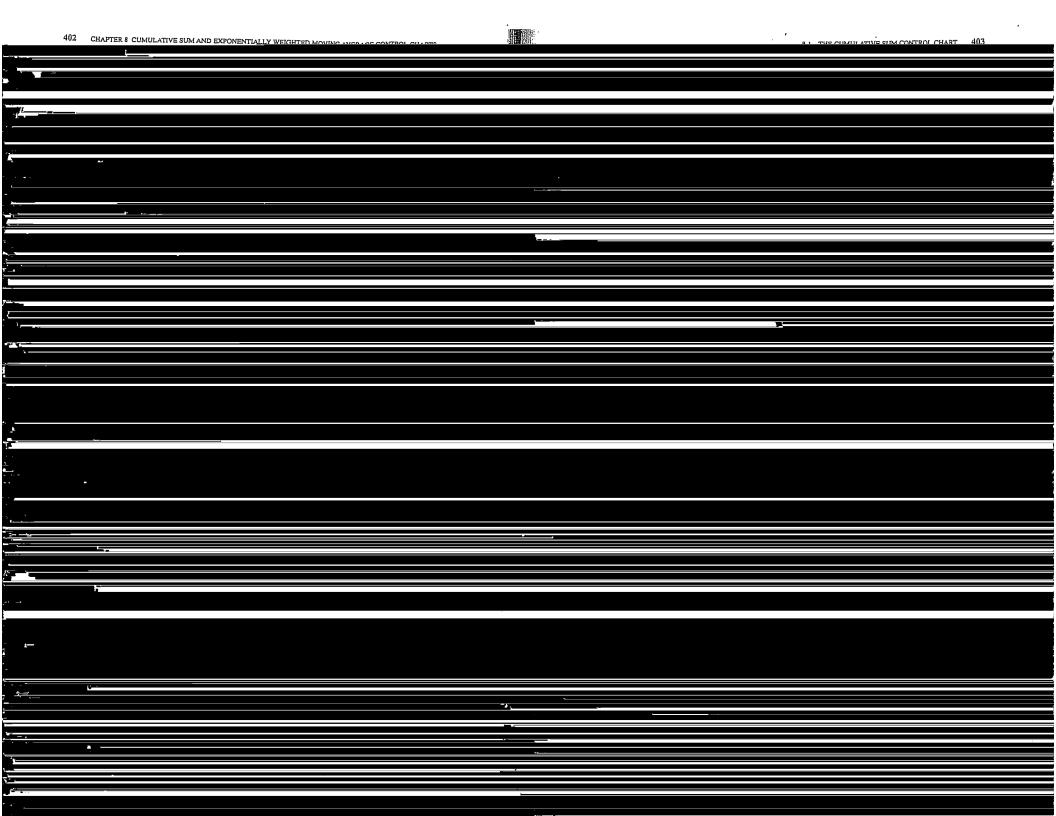








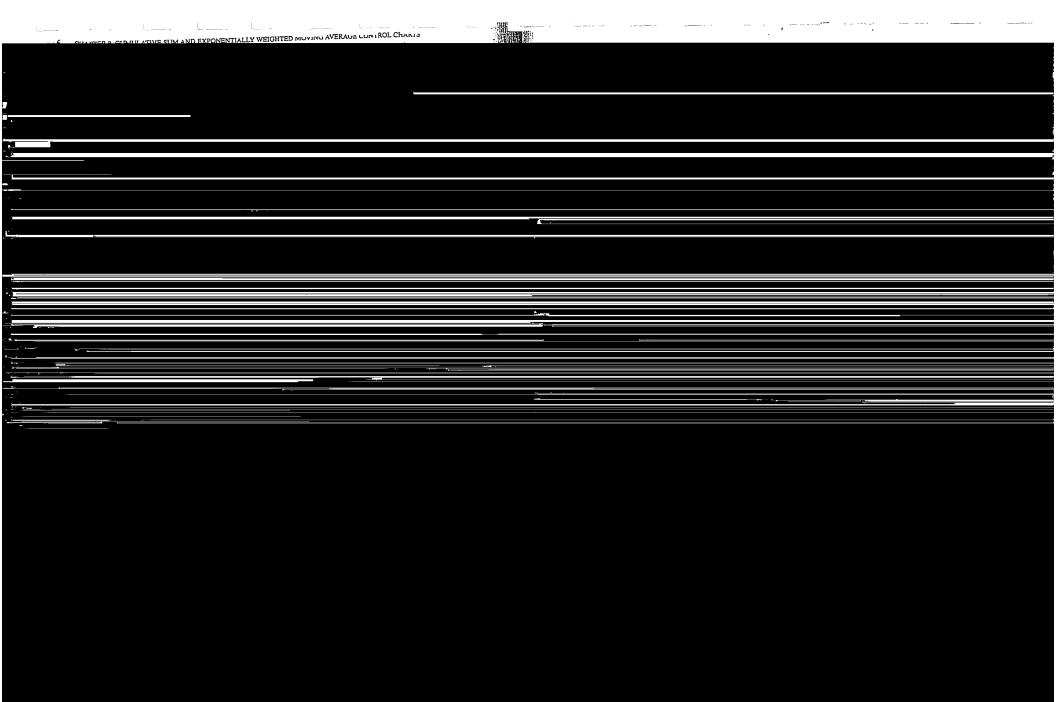


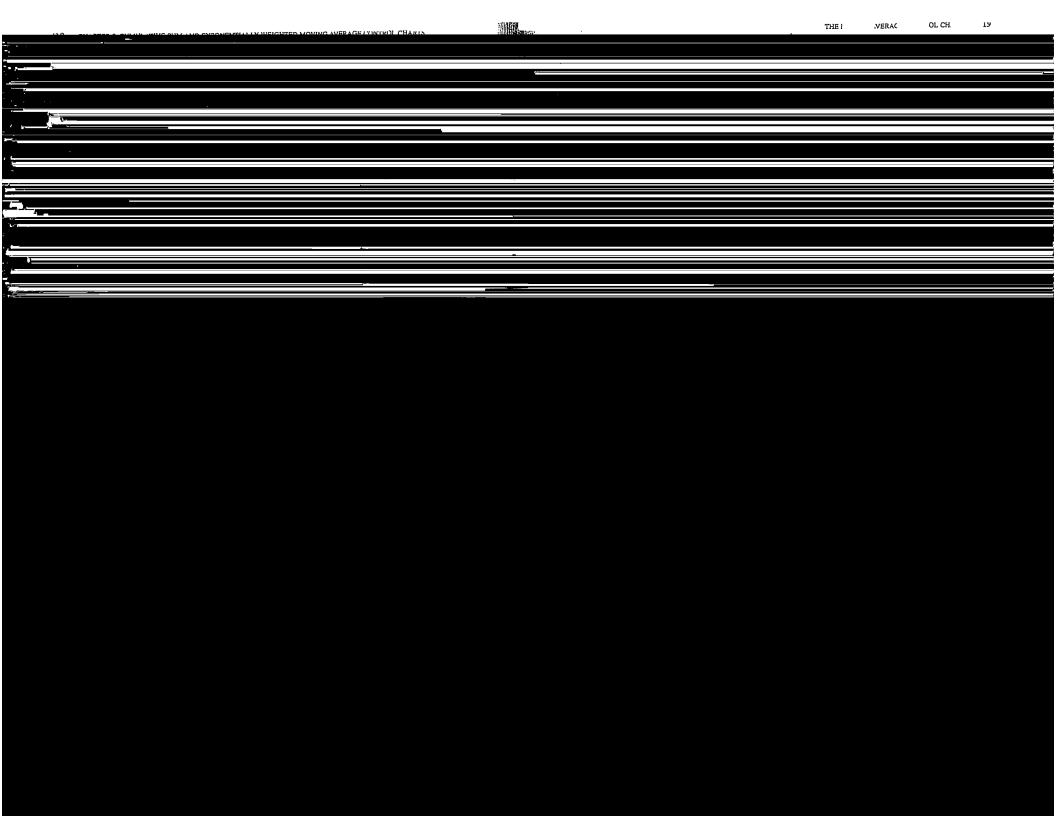


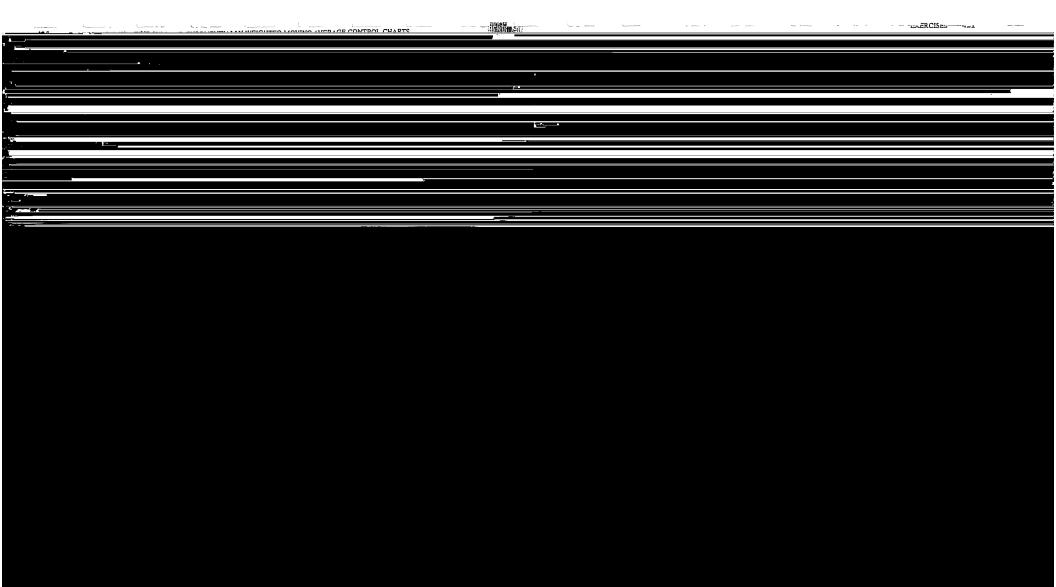


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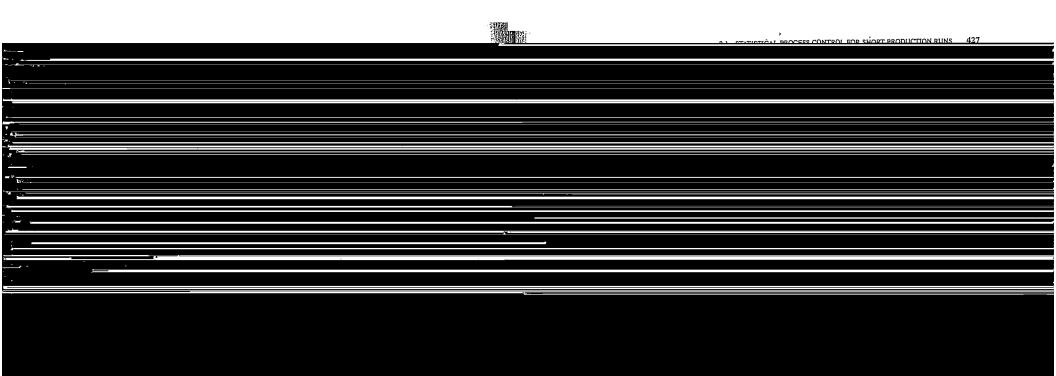


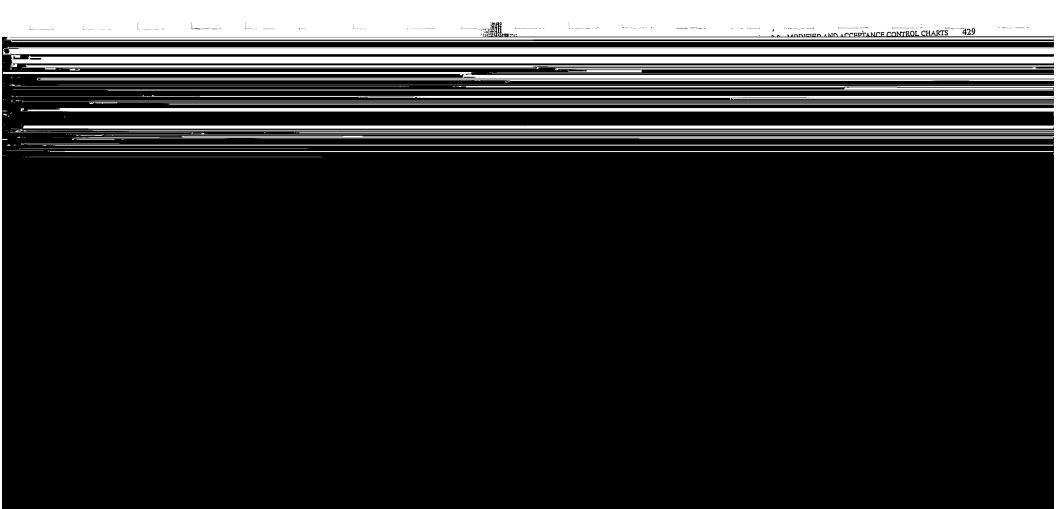


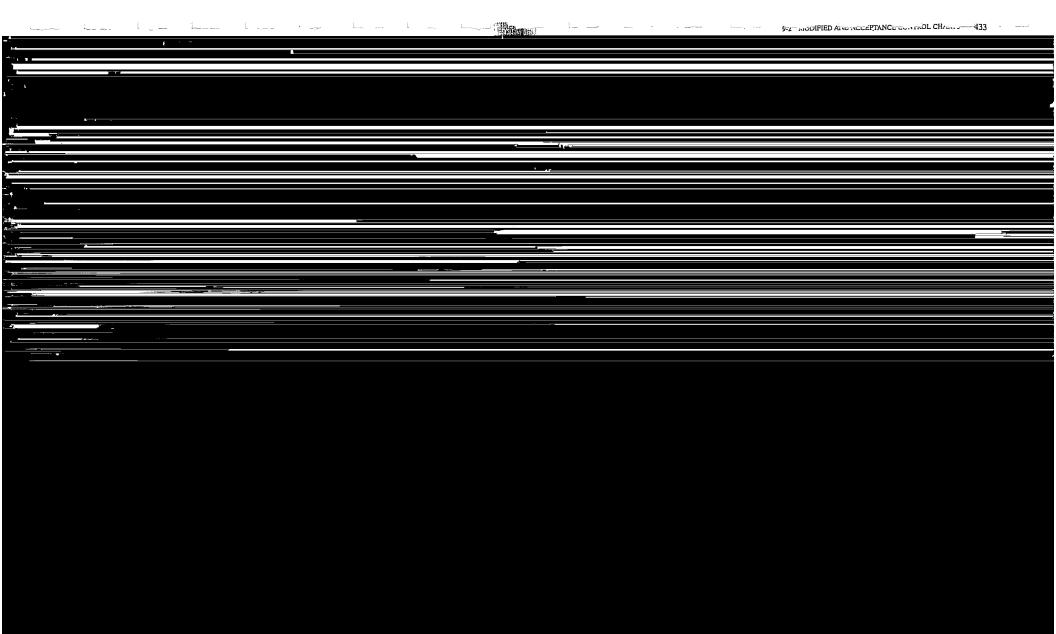


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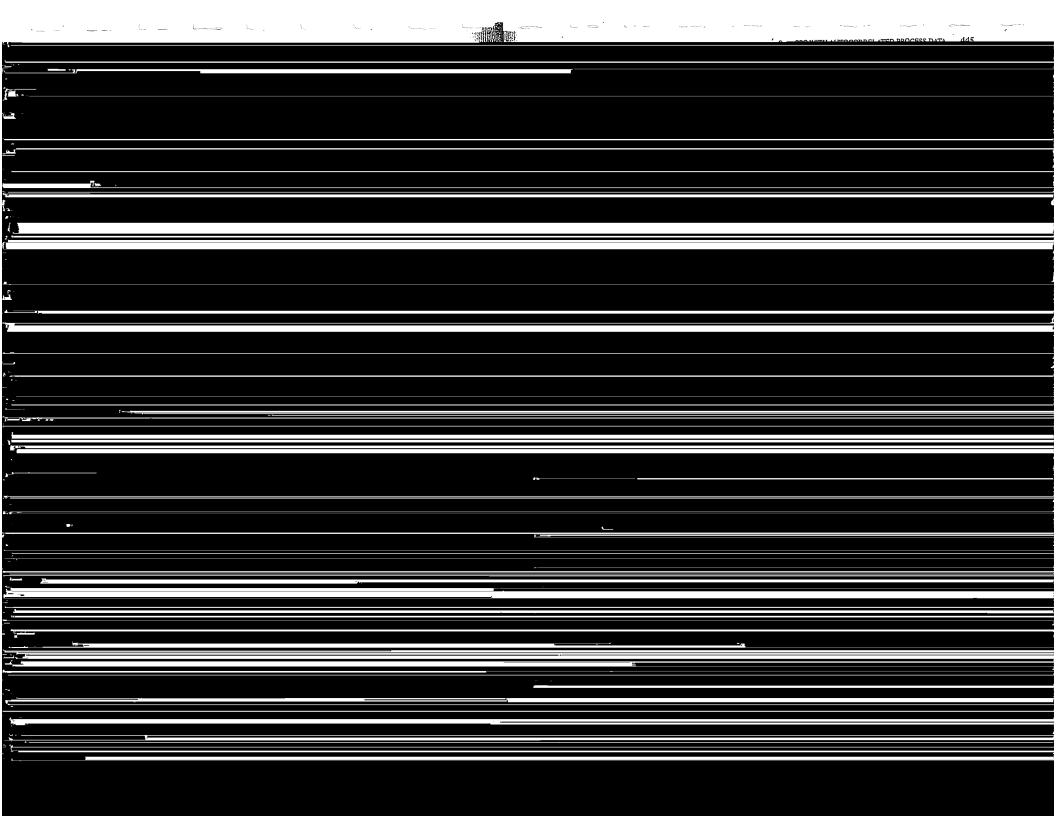


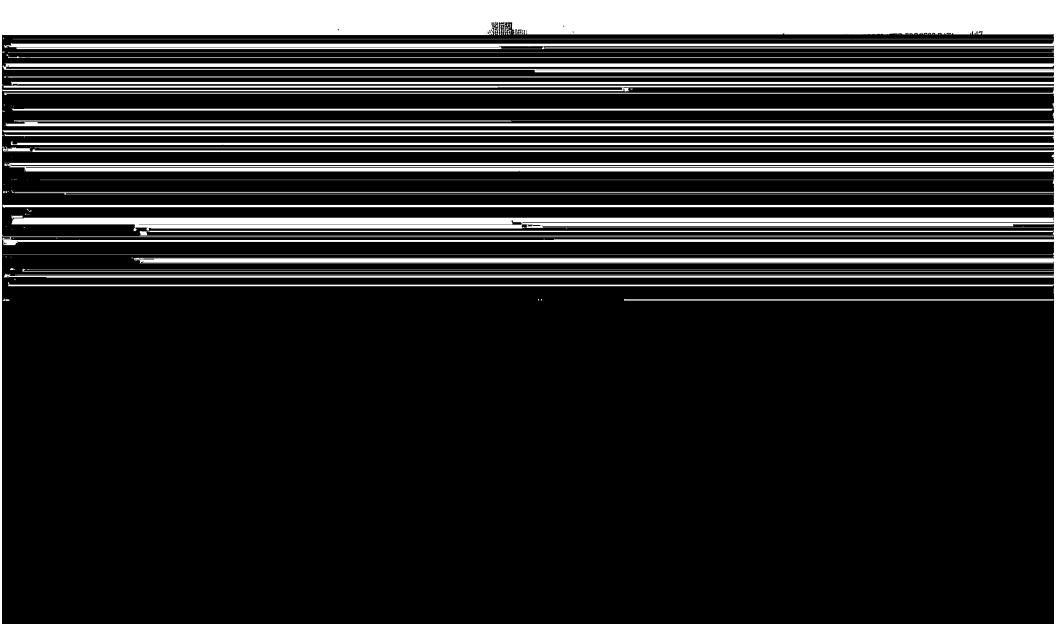


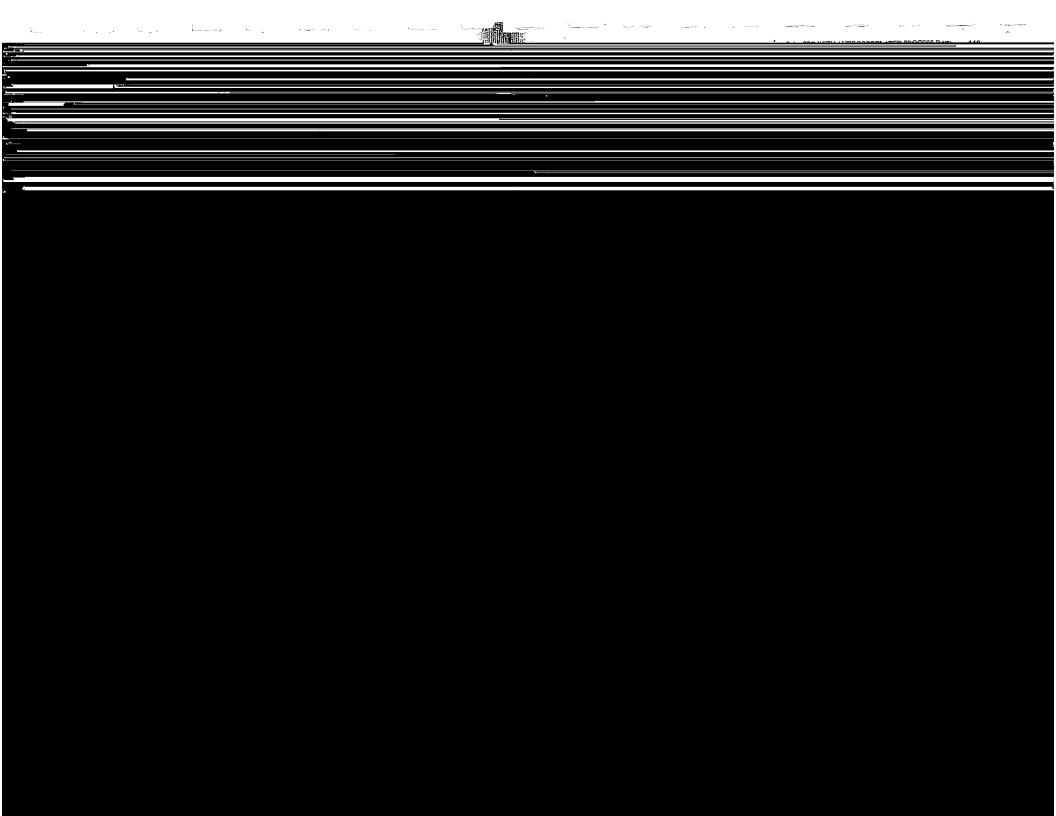


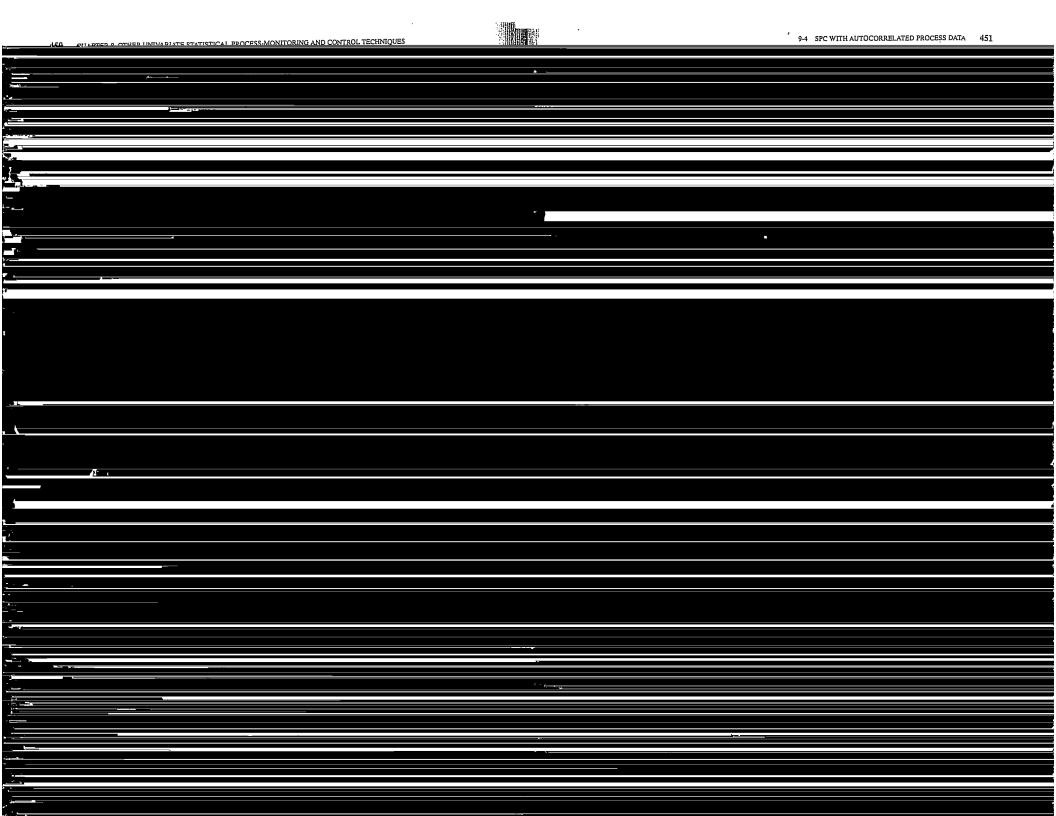


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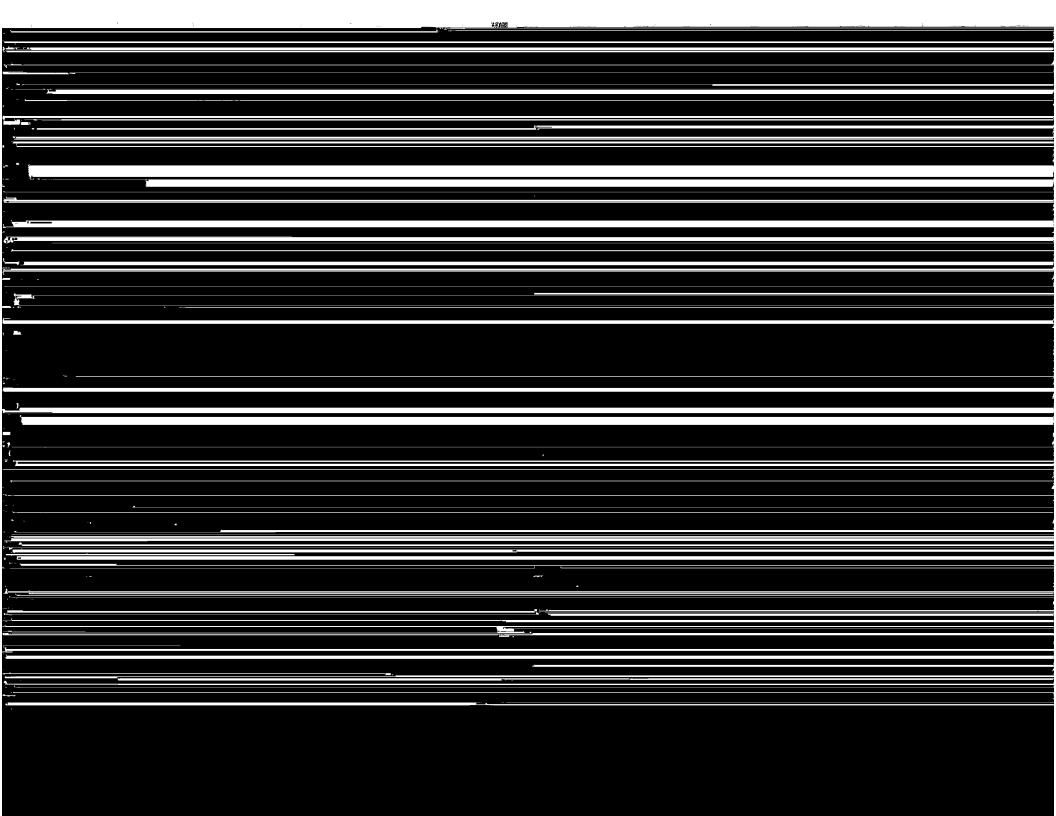


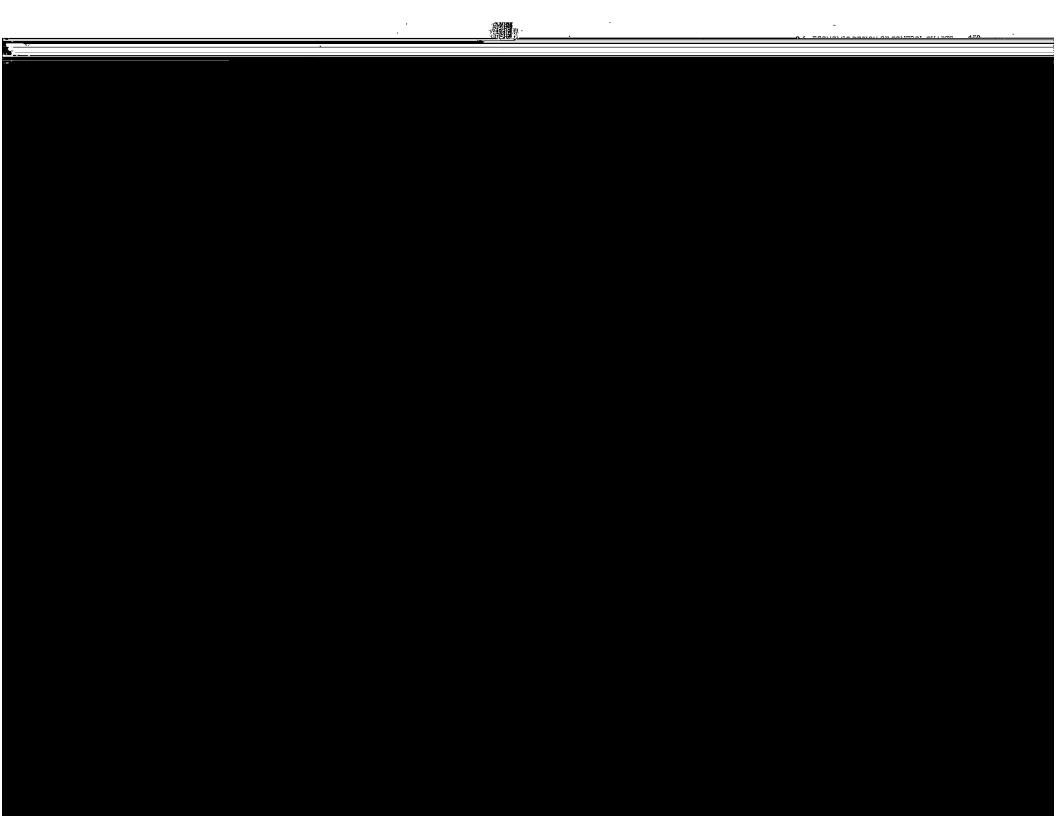




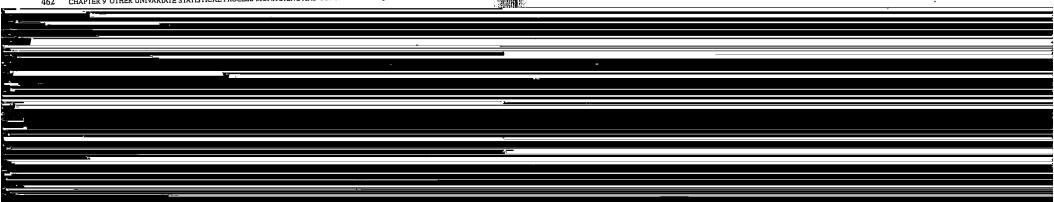


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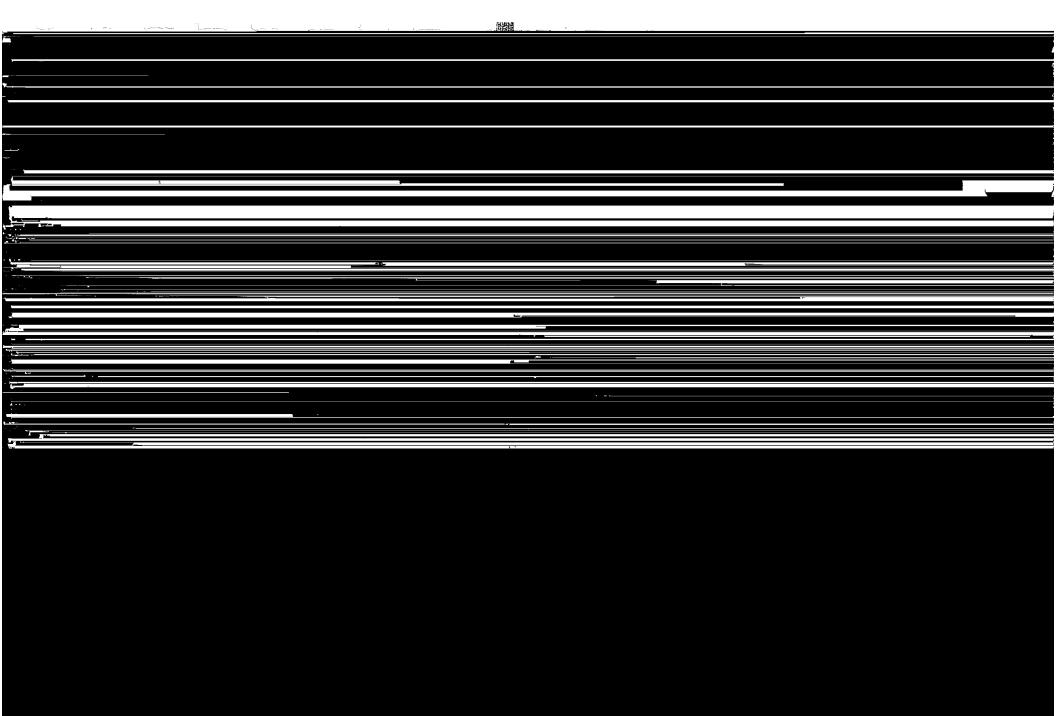


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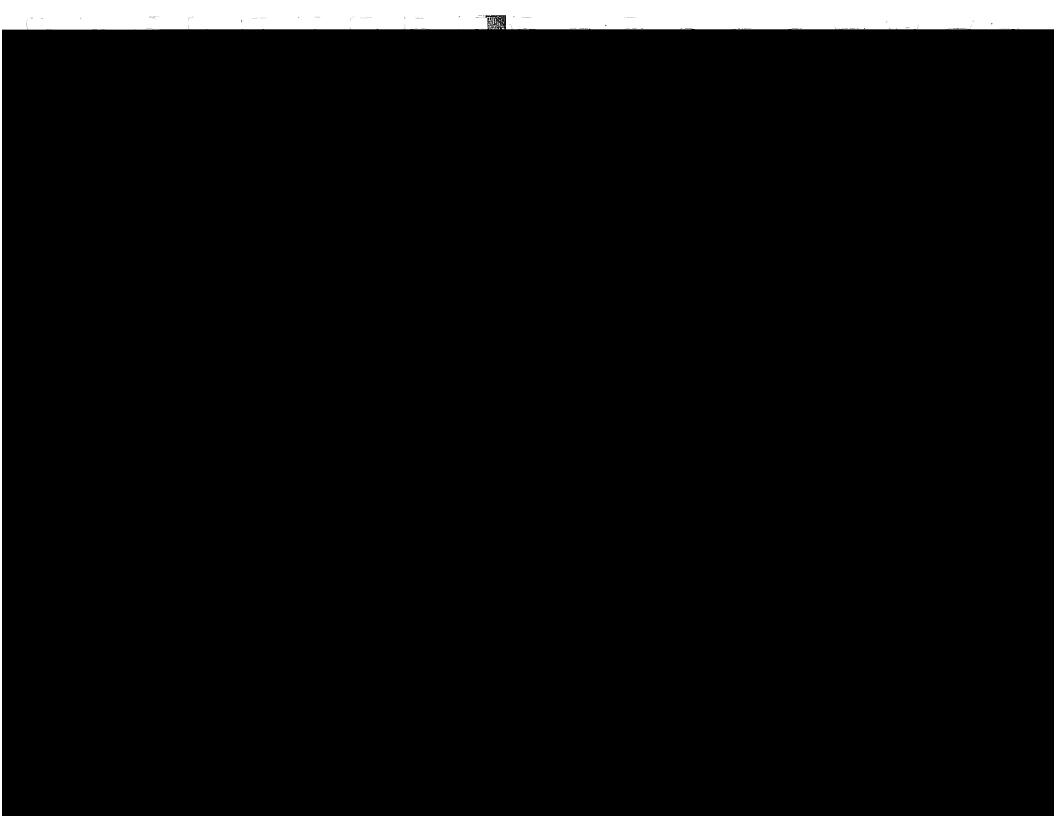






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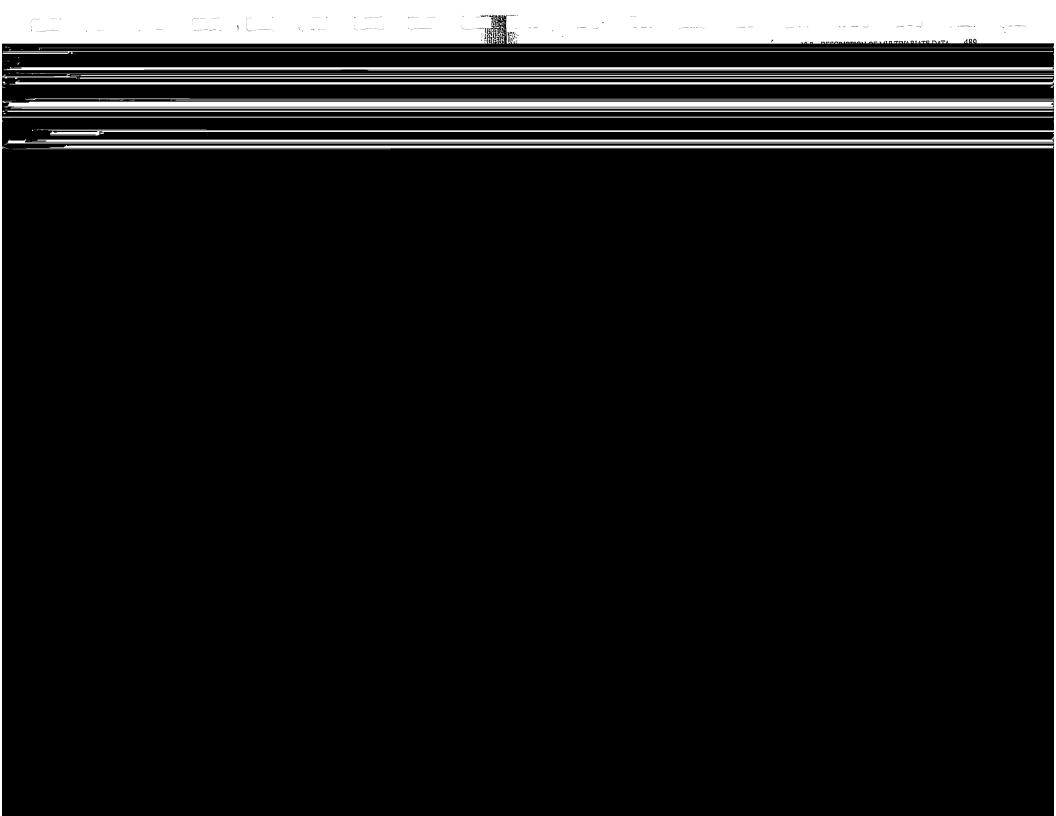
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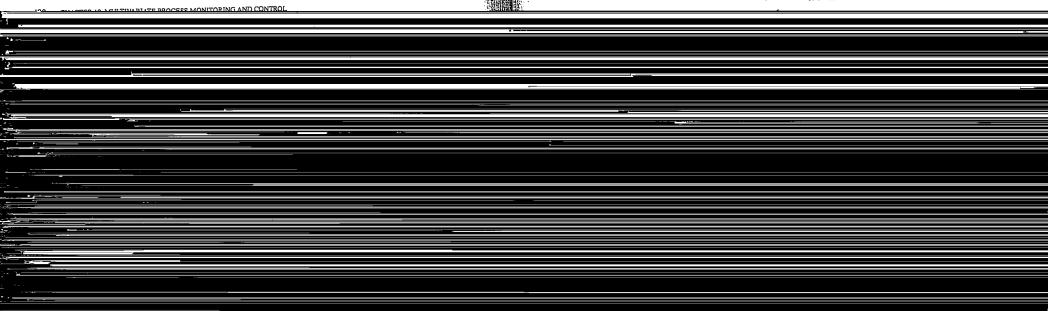
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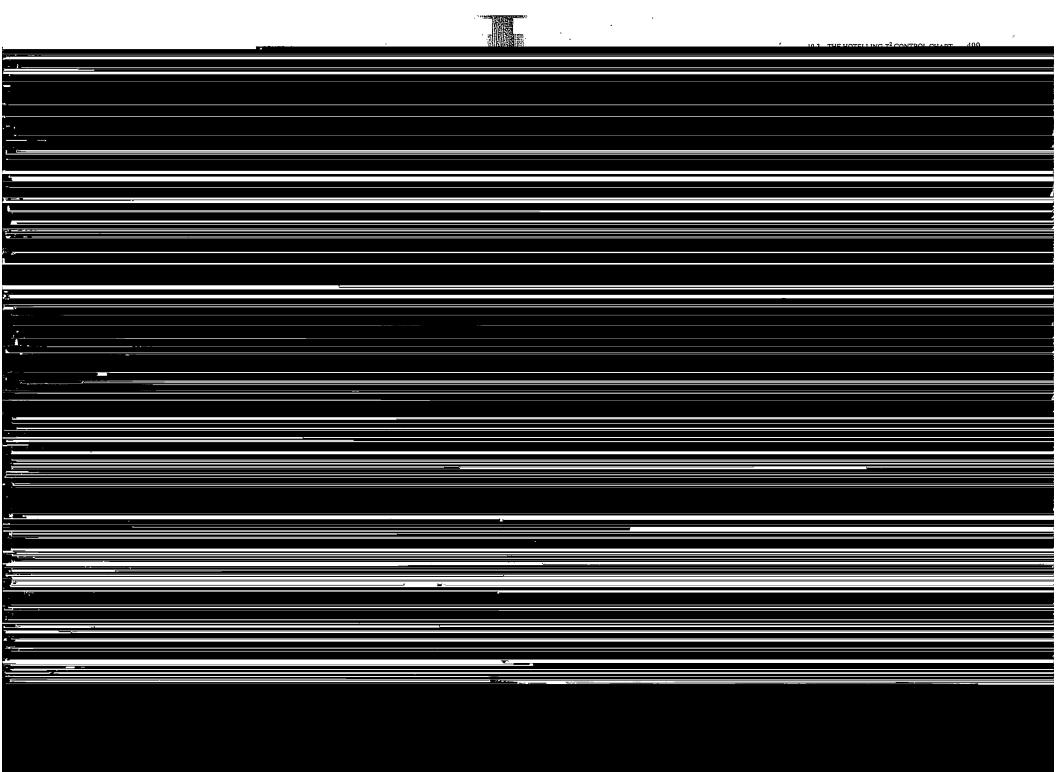
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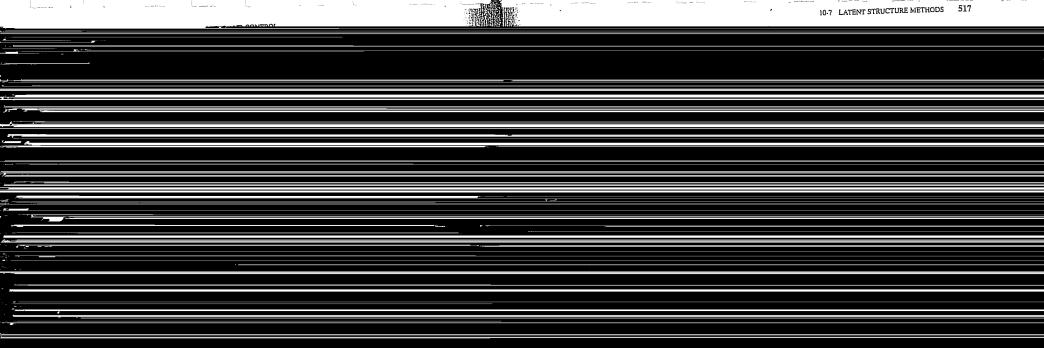
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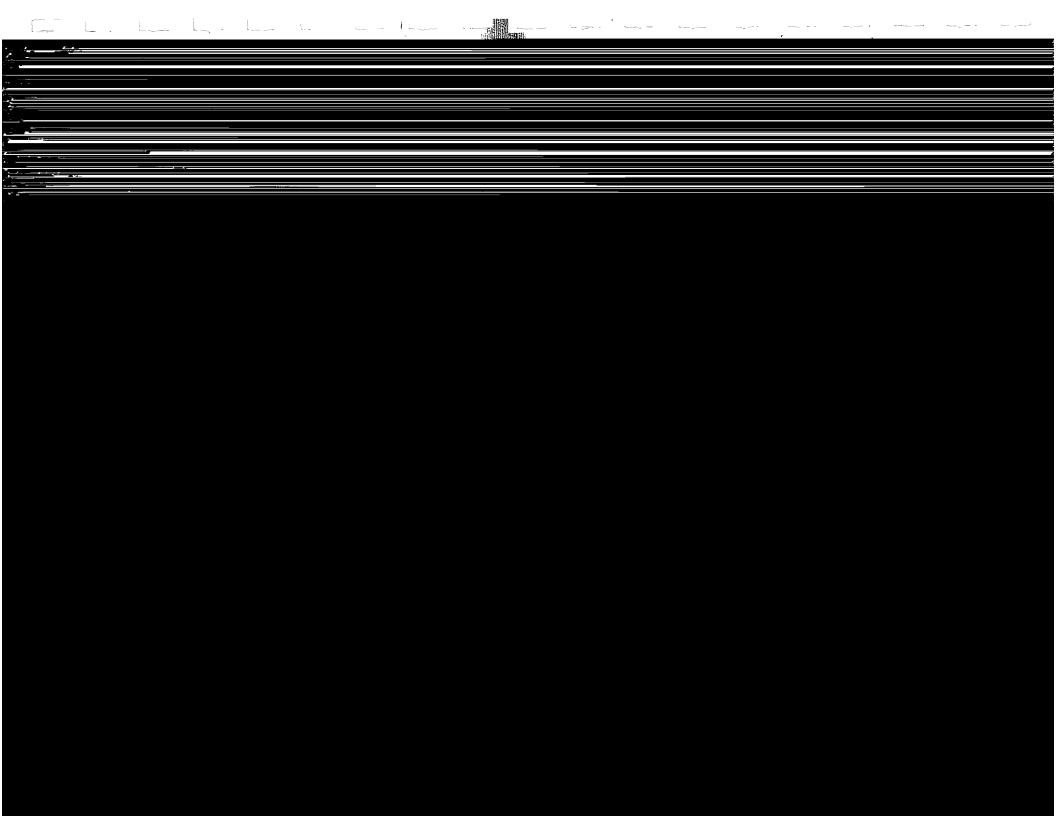
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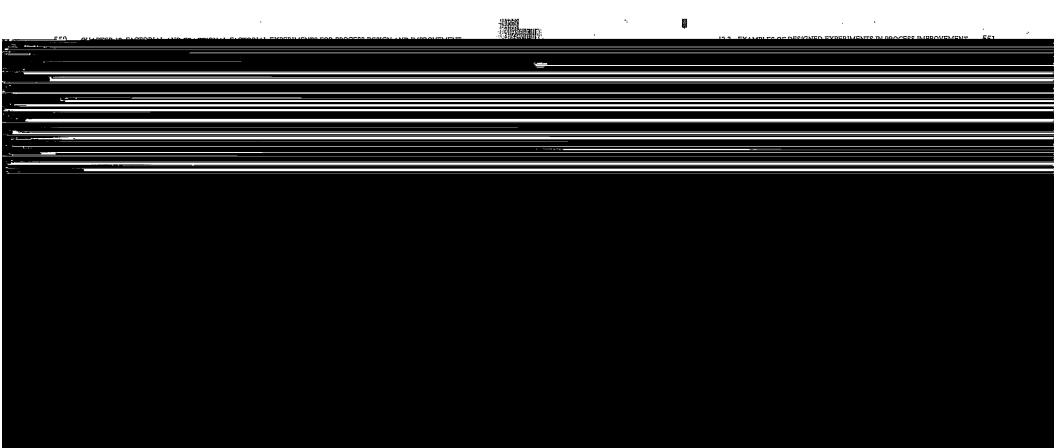


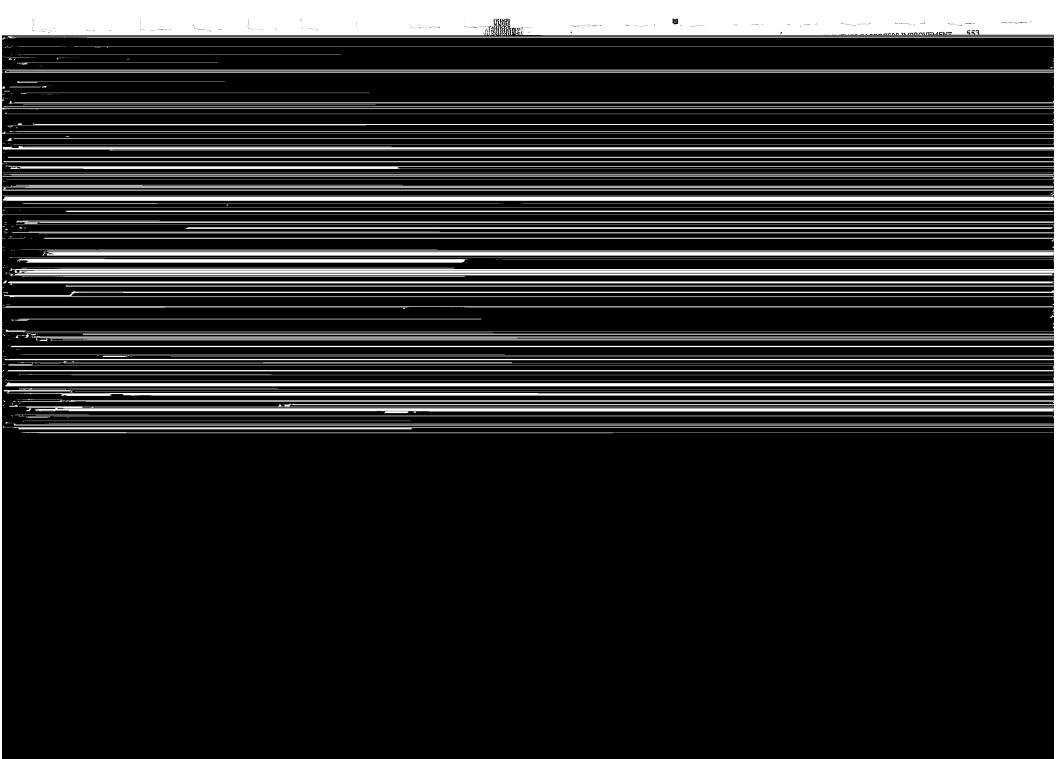
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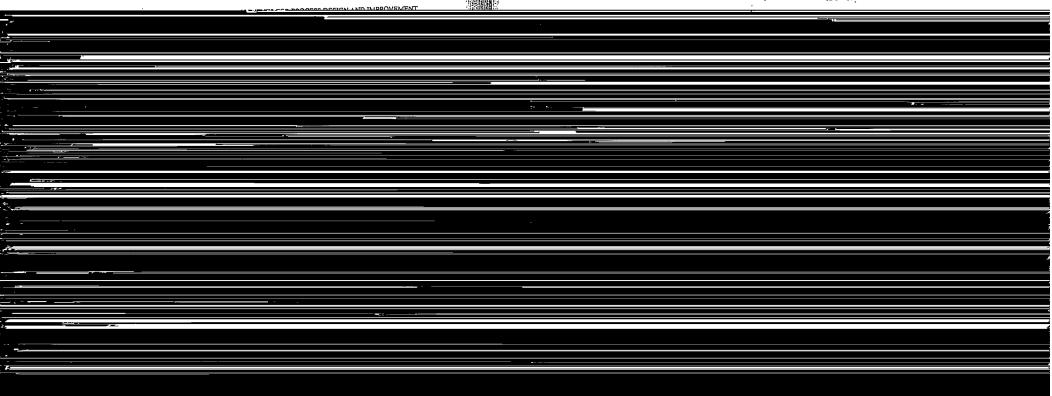
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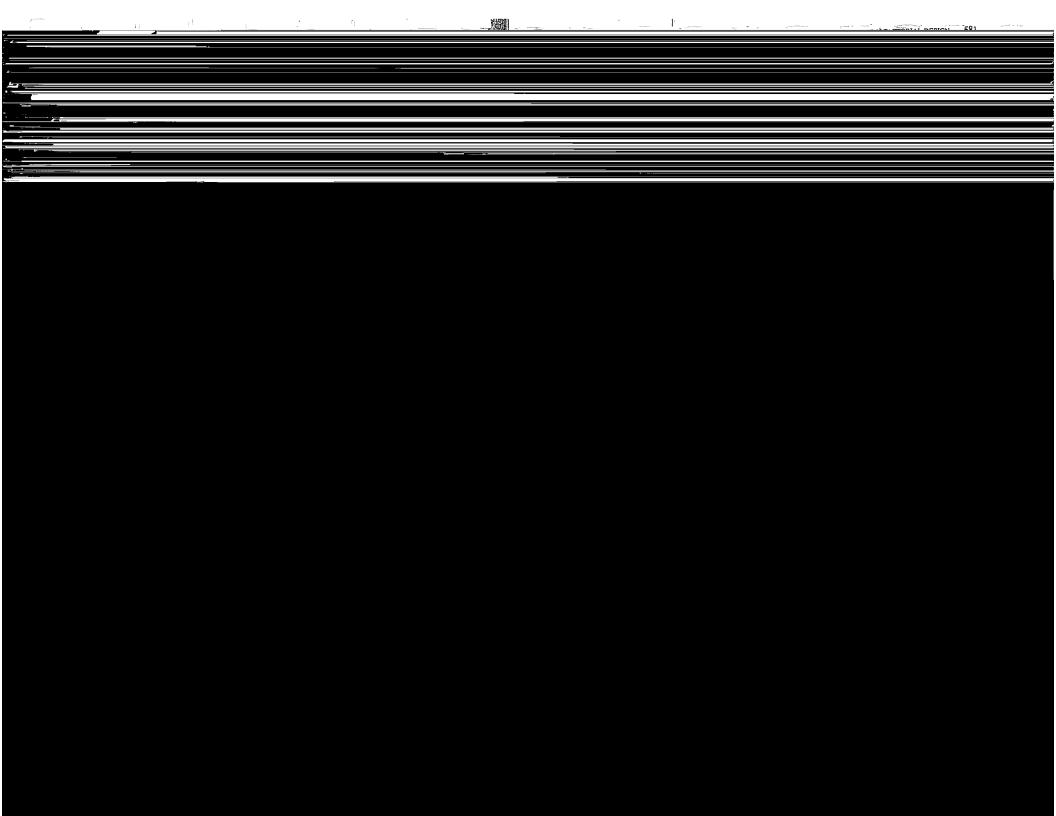
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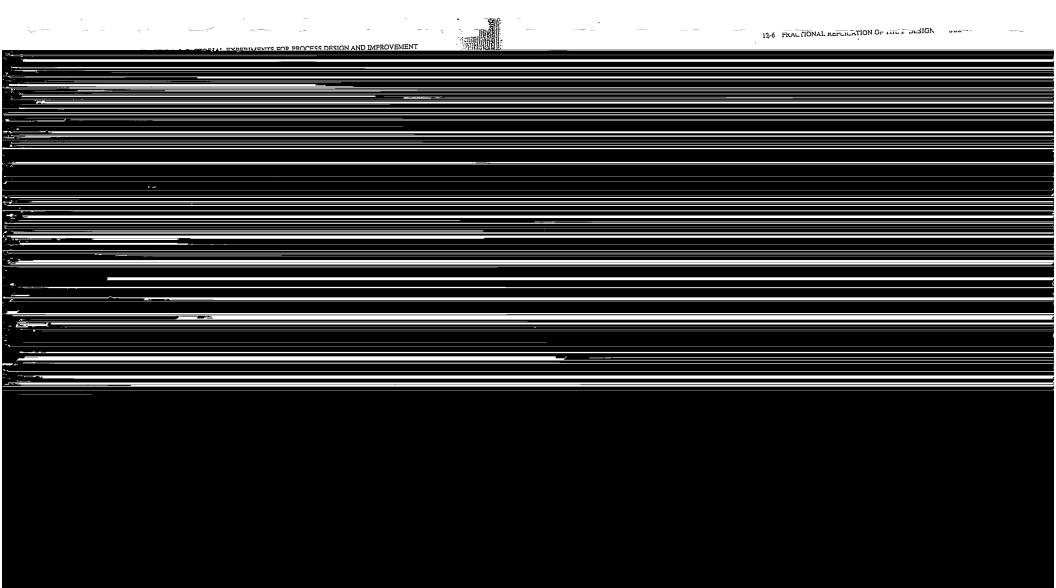
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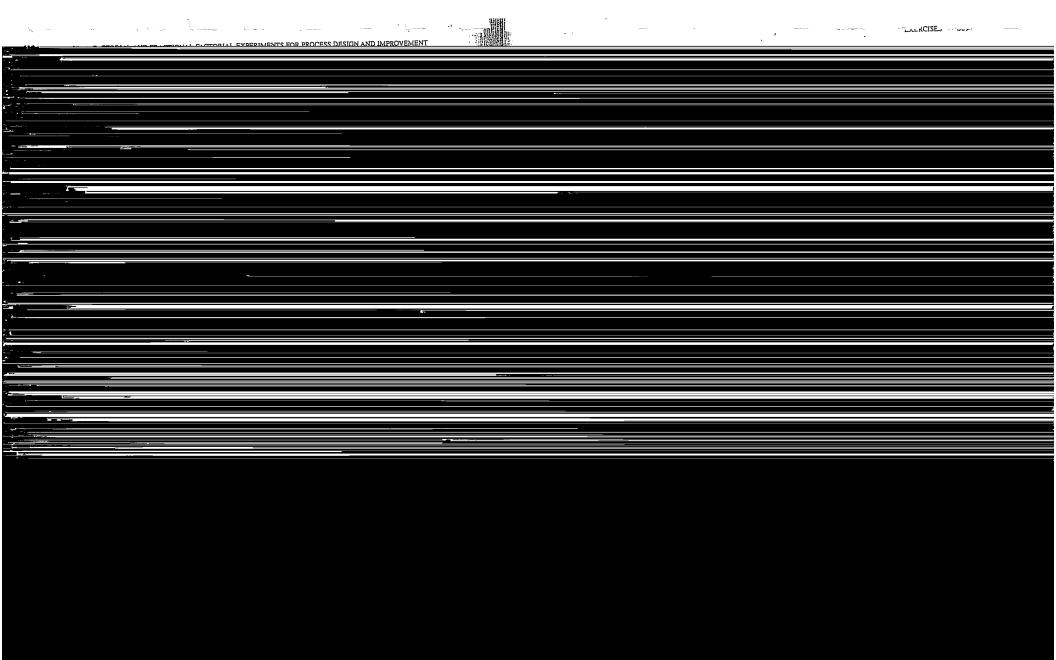


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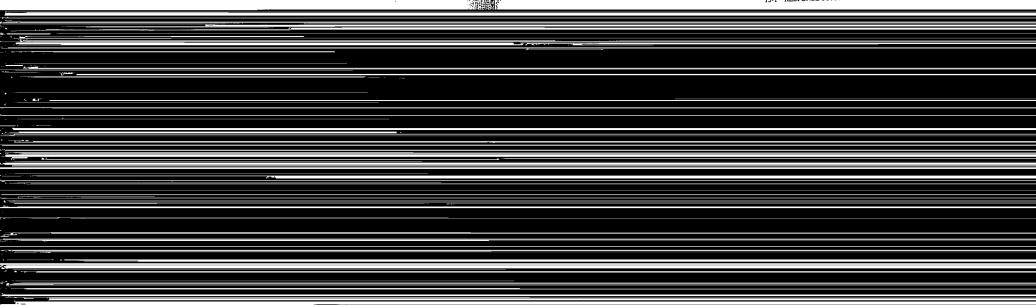




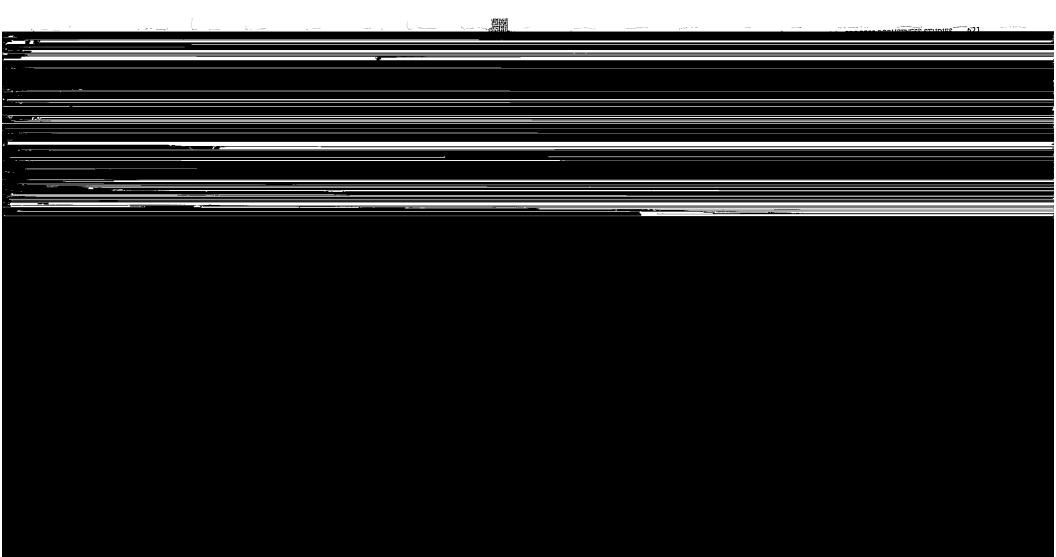


13-1 RESPONSE SURFACE METHODS AND DESIGNS -- 013-





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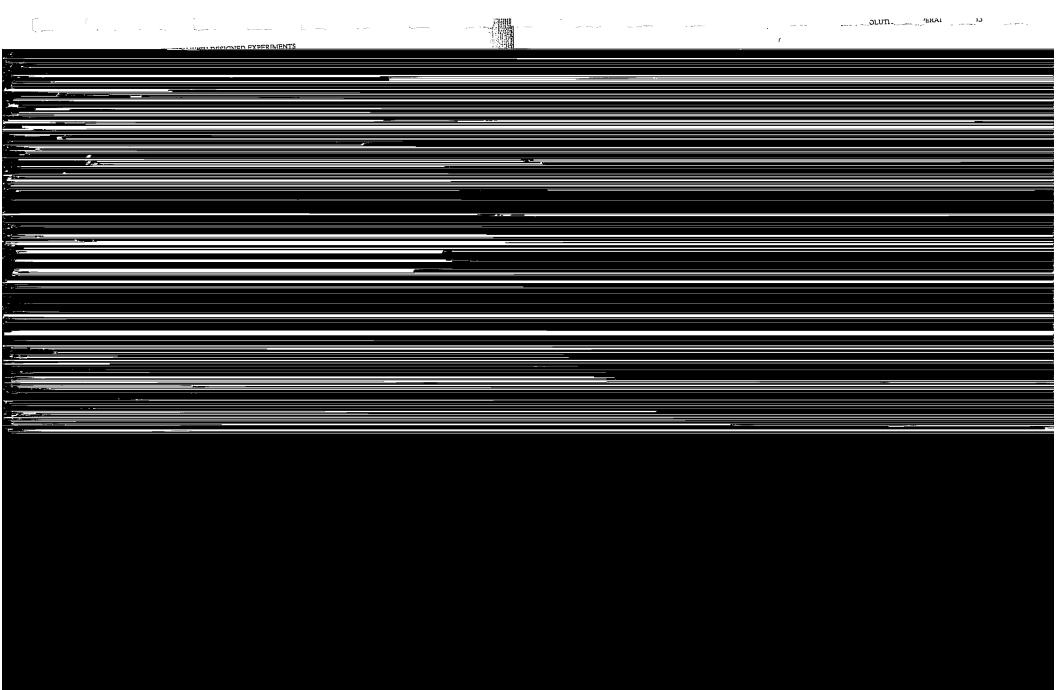


13-2 PROCESS.ROBUSTNESS STUDIES 023



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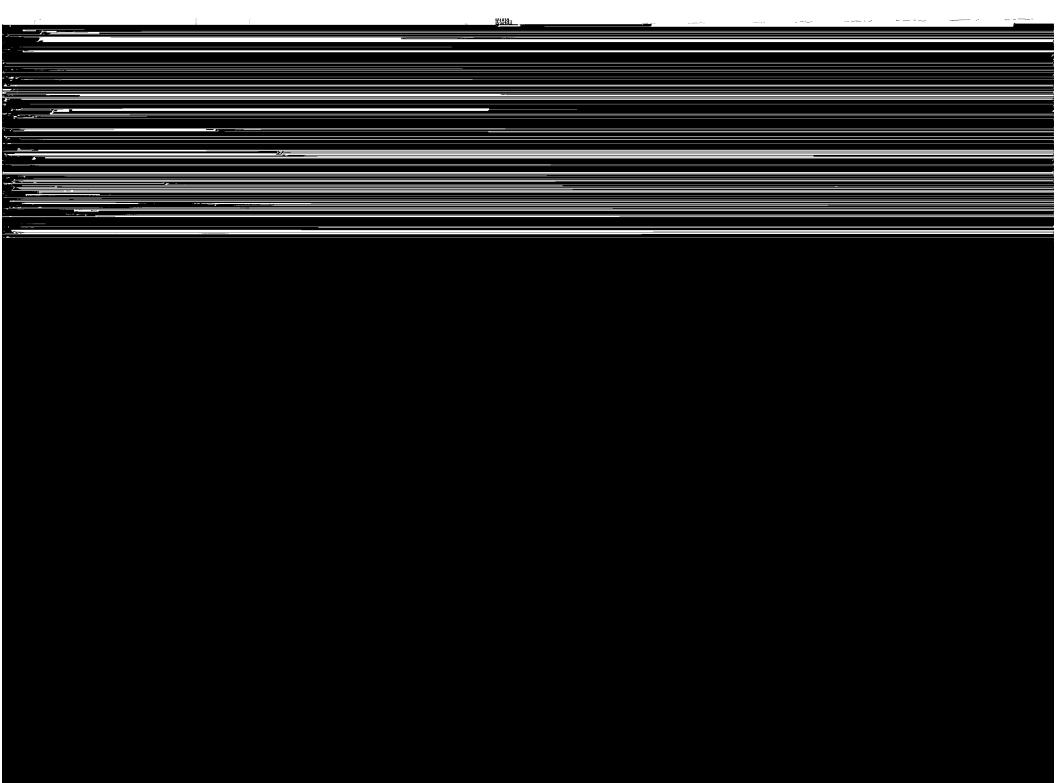
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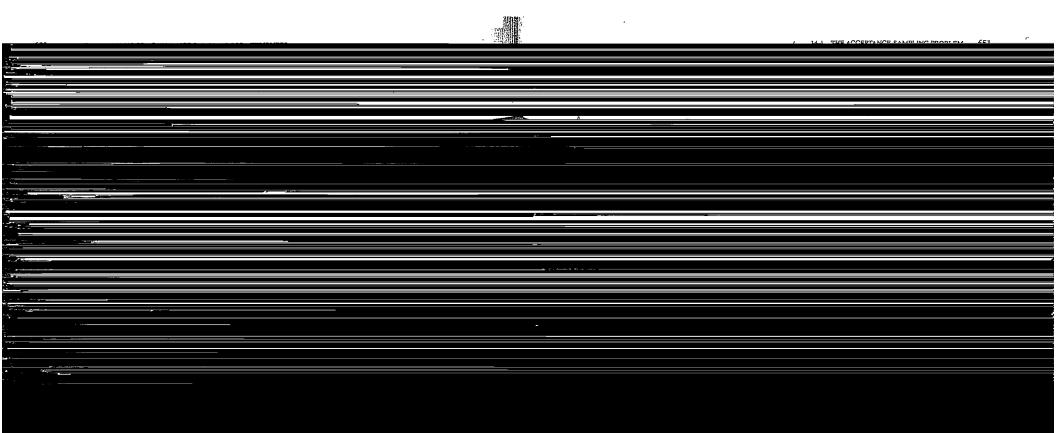


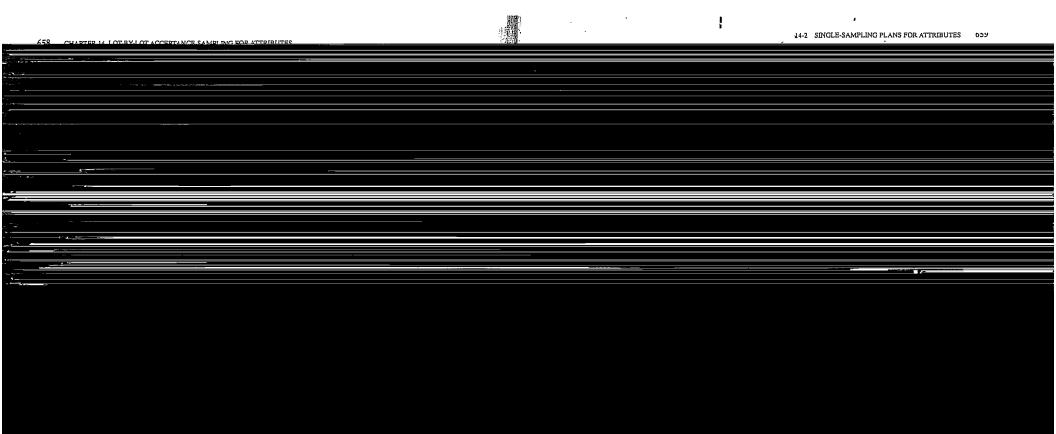
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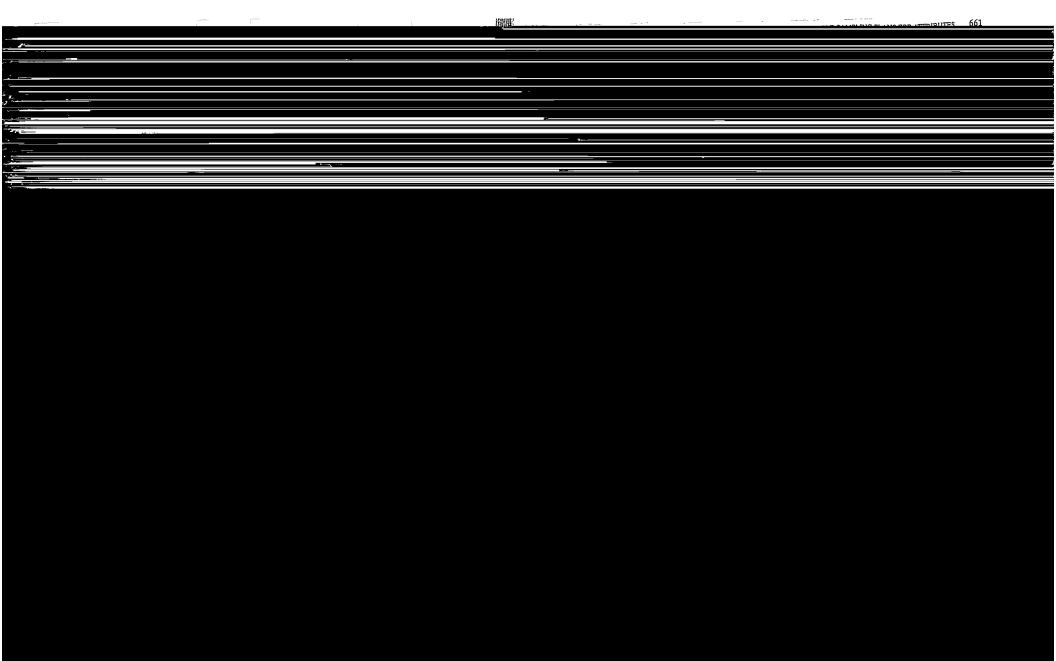
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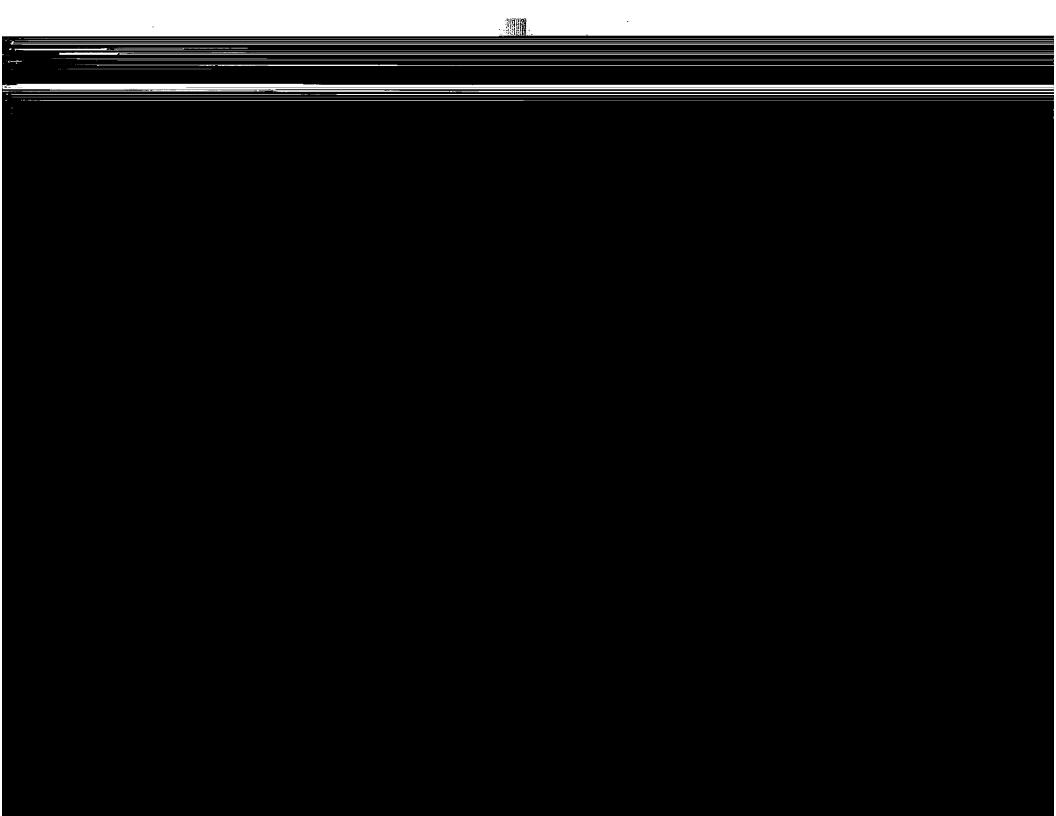


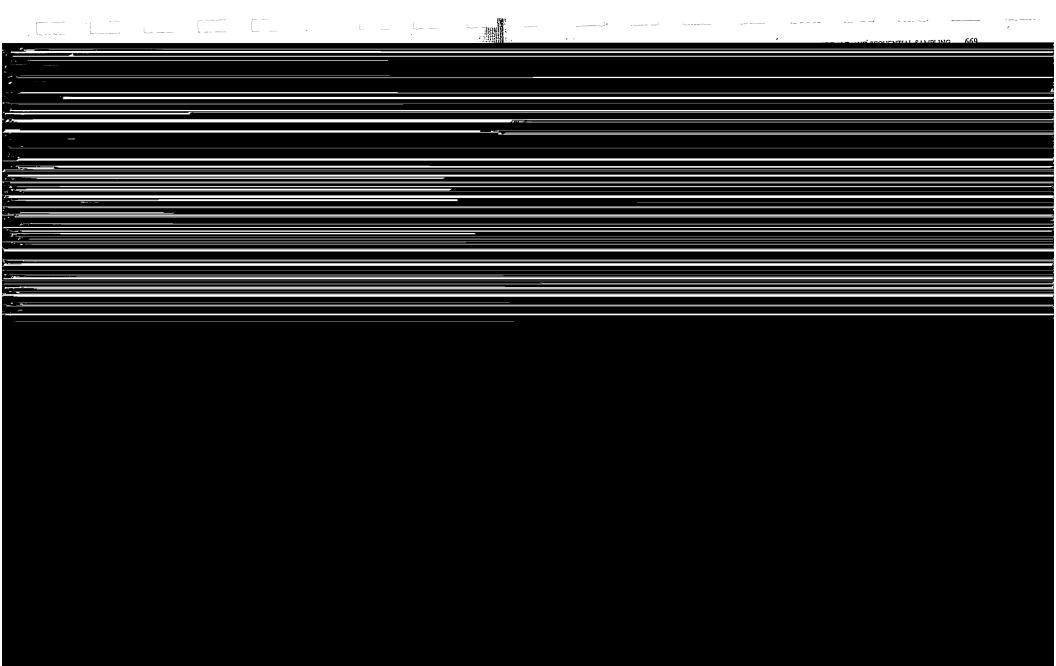


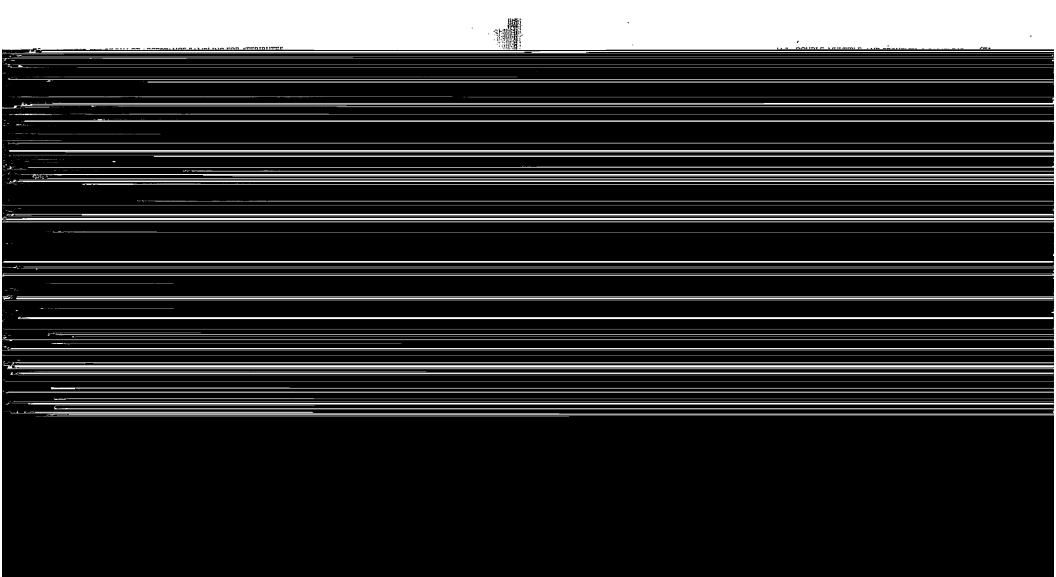


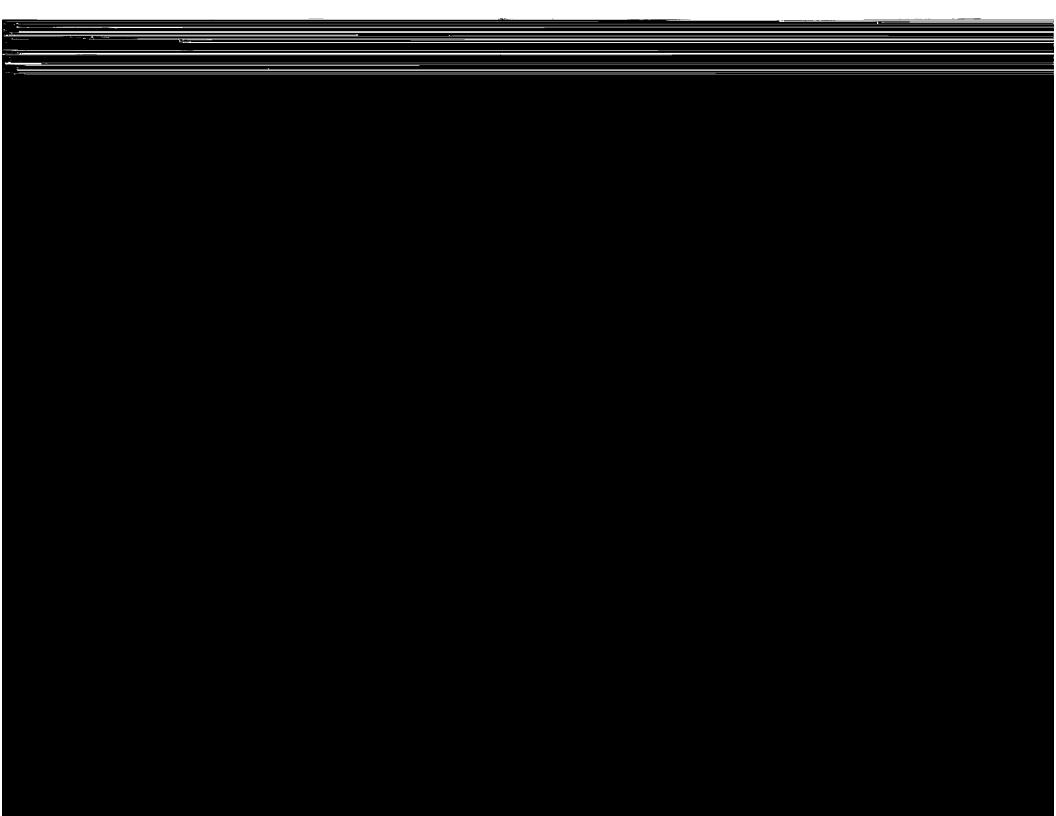






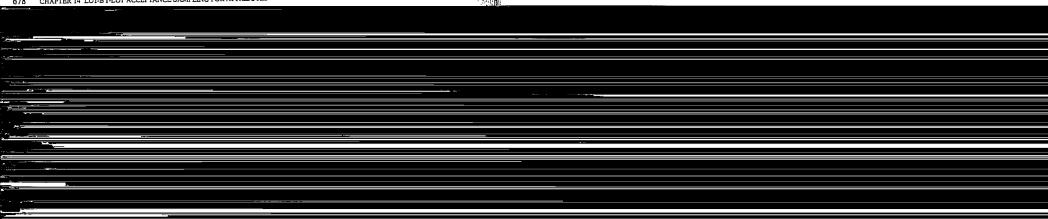




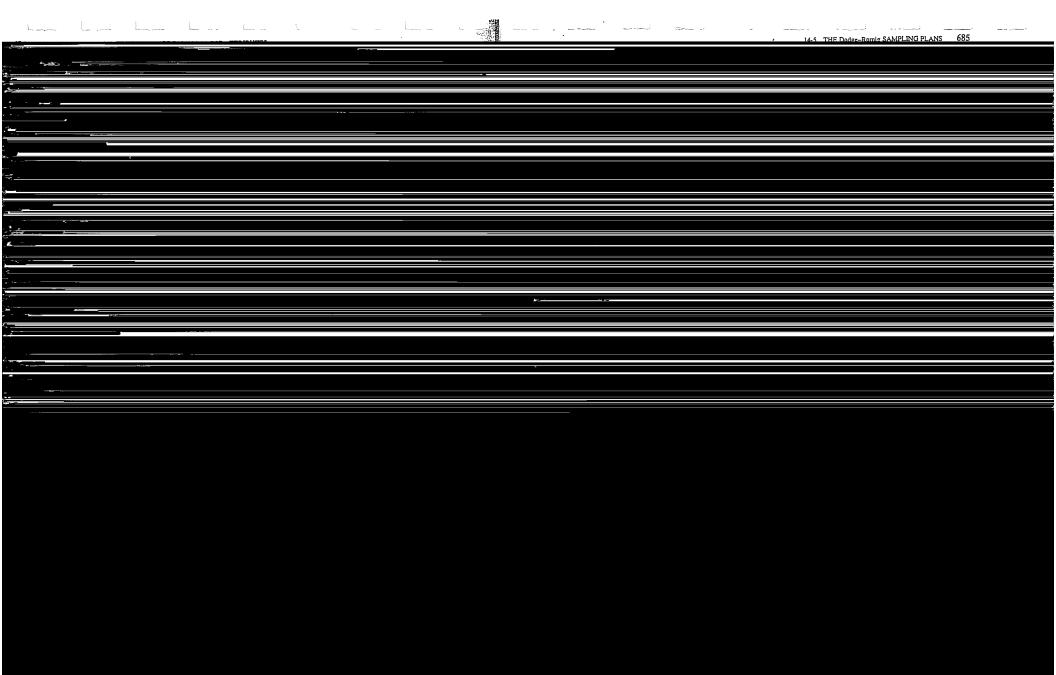


674 CHAPTER 14 LOT-BY-LOT ACCEPTANCE SAMPLING FOR ATTRIBUTES 14-4 MILITARY STANDARD 105E (ANSI/ASQC Z1.4, ISO 2859) 675

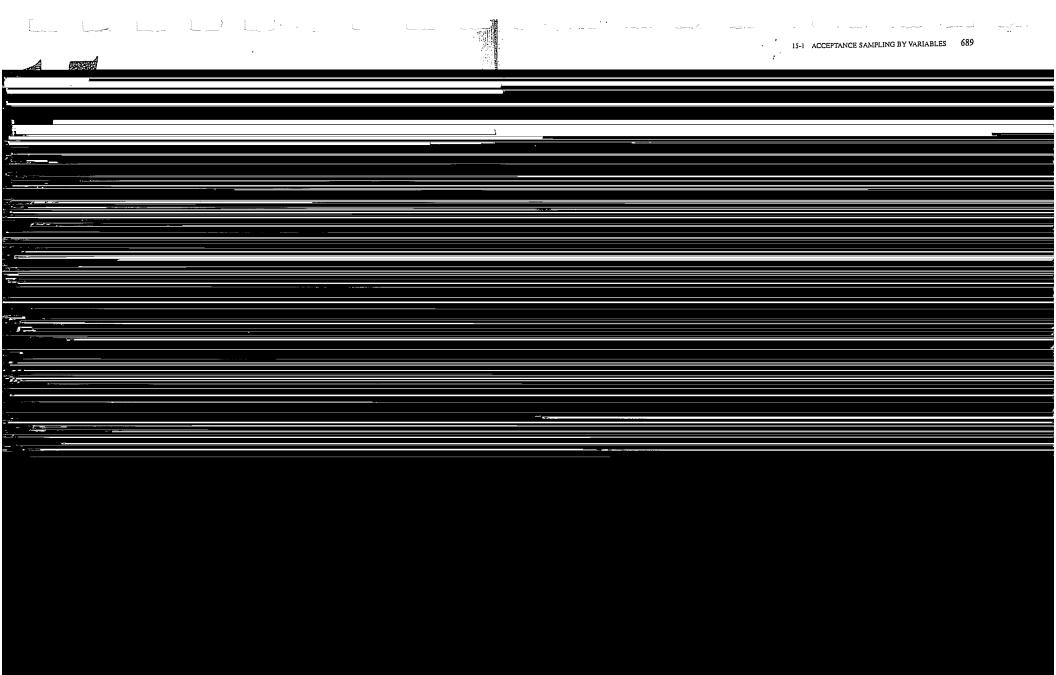
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682 CHAPTER 14 LOT-BY-LOT ACCEPTANCE SAMPLING FOR ATTRIBUTES 683

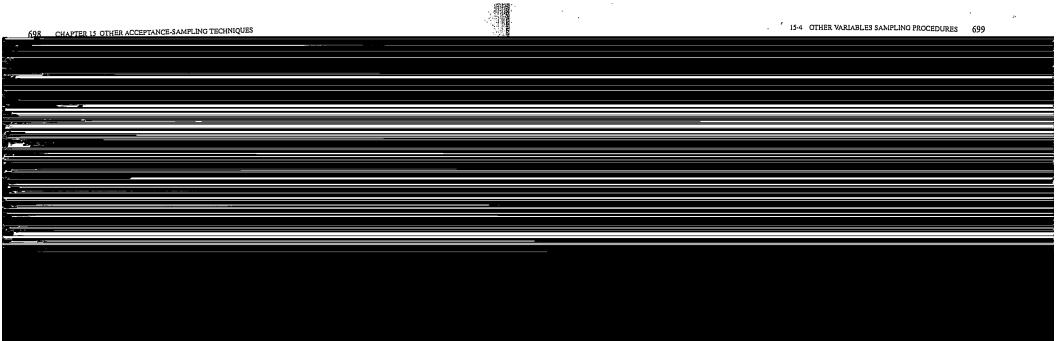


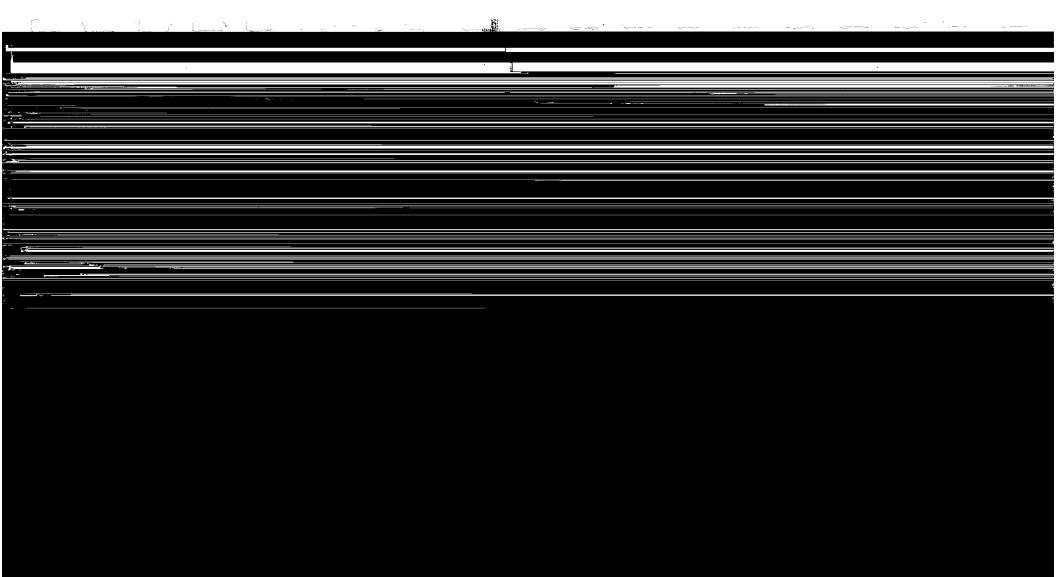
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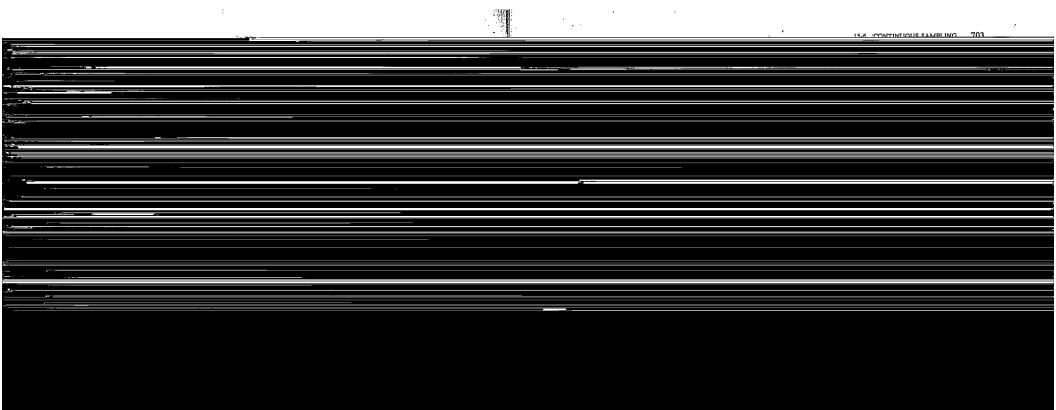


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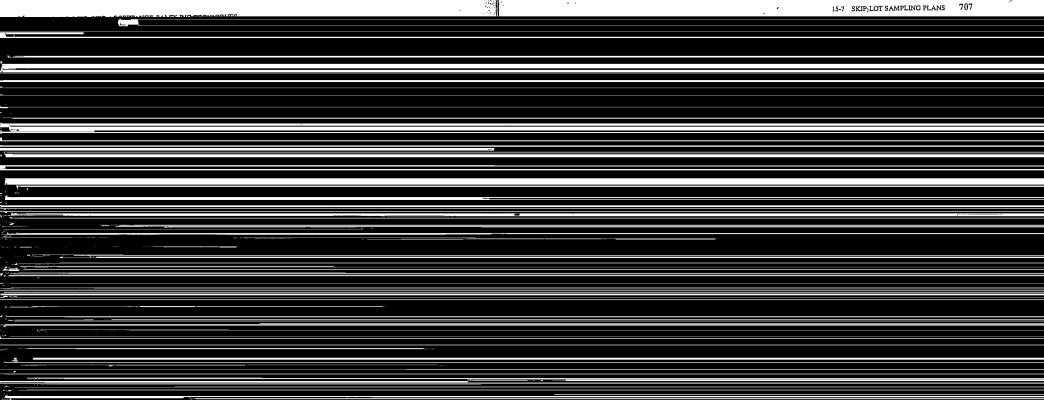
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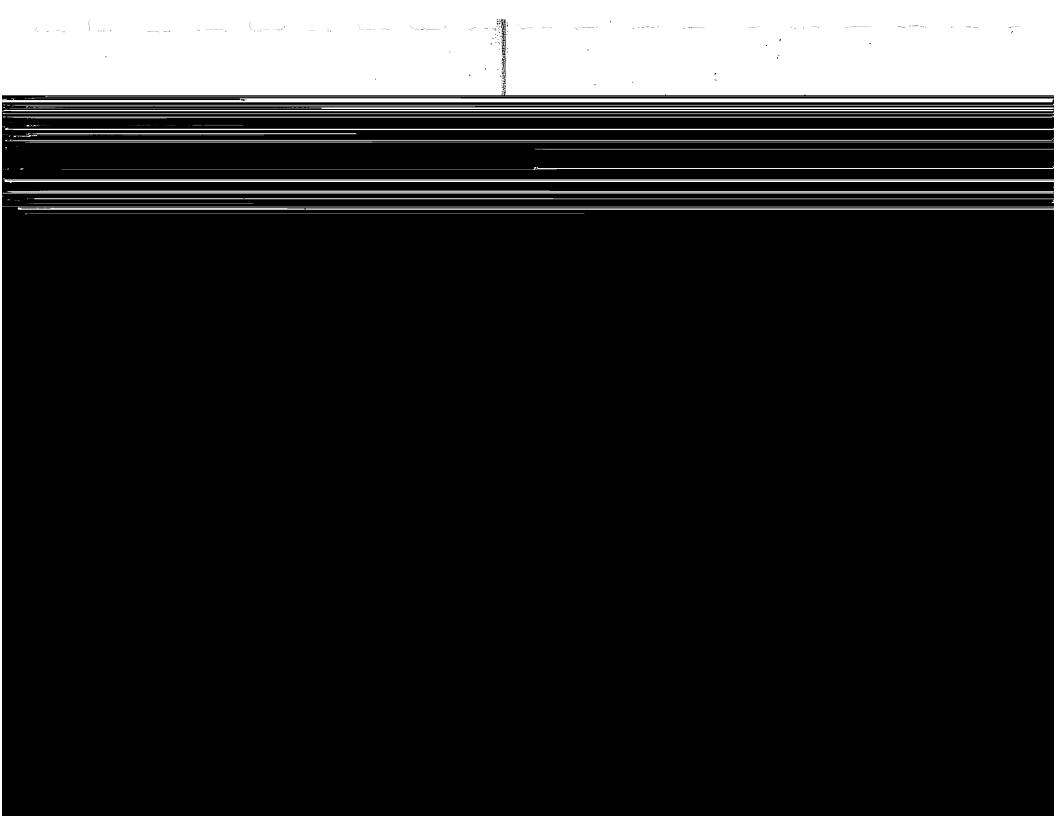




710 CHAPTER 15 OTHER ACCEPTANCE-SAMPLING TECHNIQUES

EXERCISES 711

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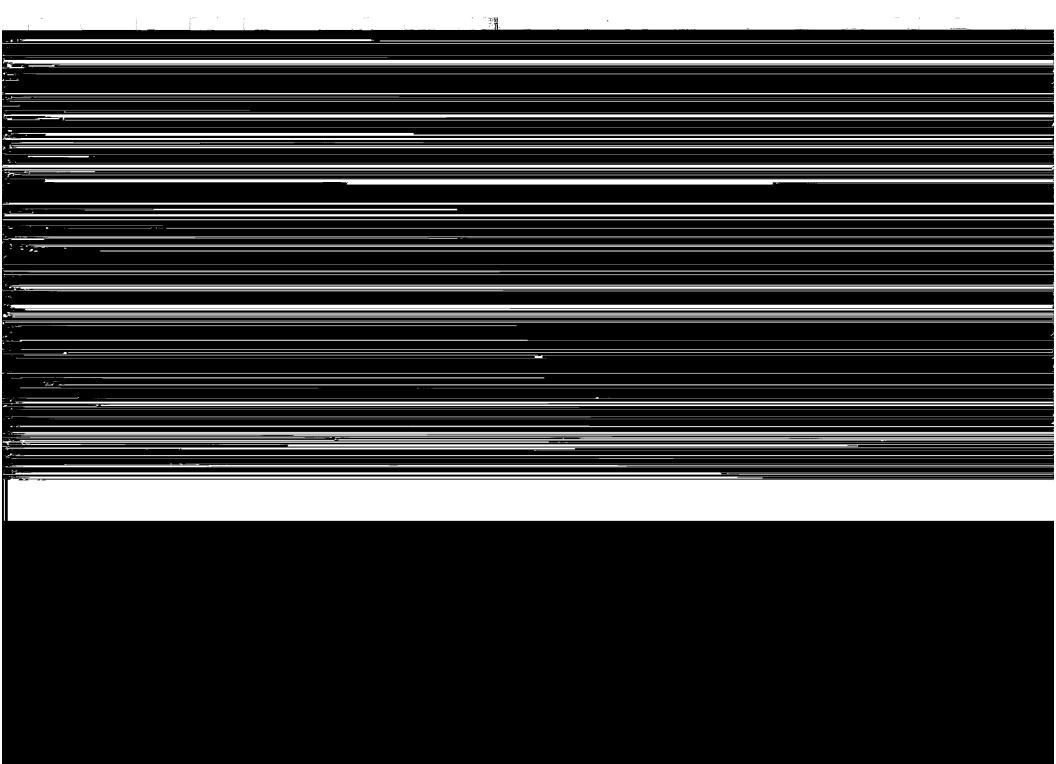
Appendix I Summary of Common Probability-Distributions Often Used in Statistical Quality Control

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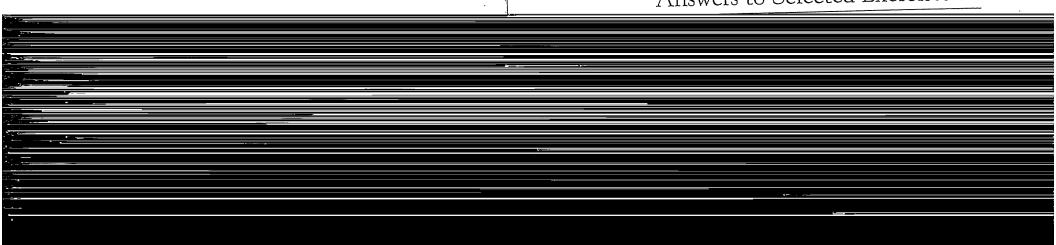
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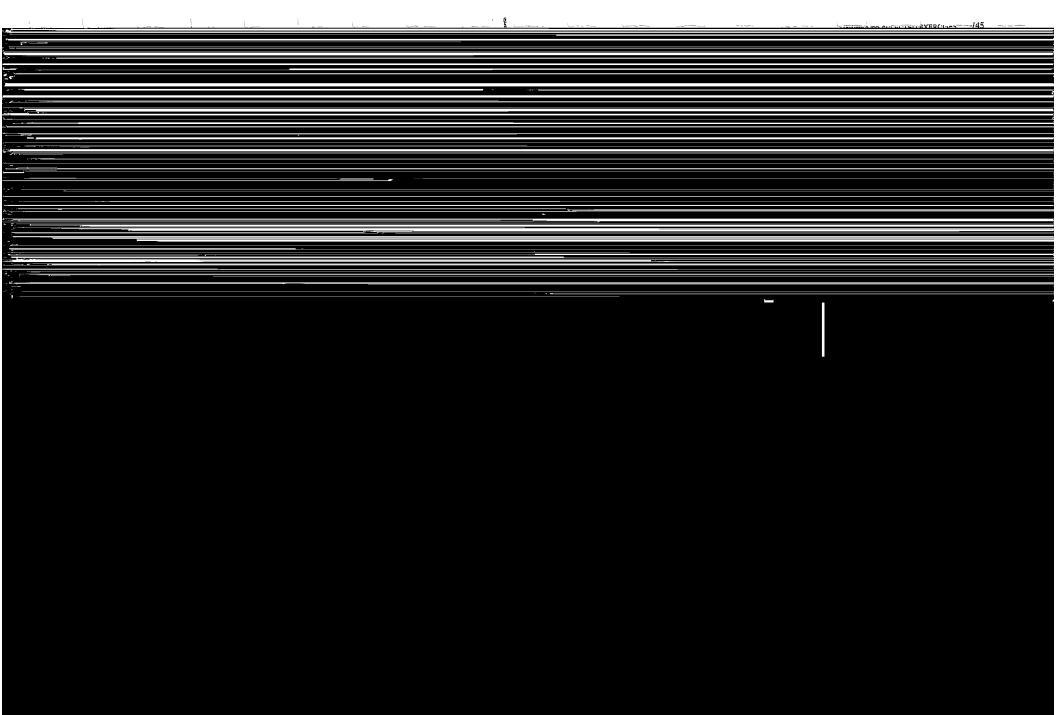


Methods for Several Related Variables." Technometrics, Vol. 1(4),

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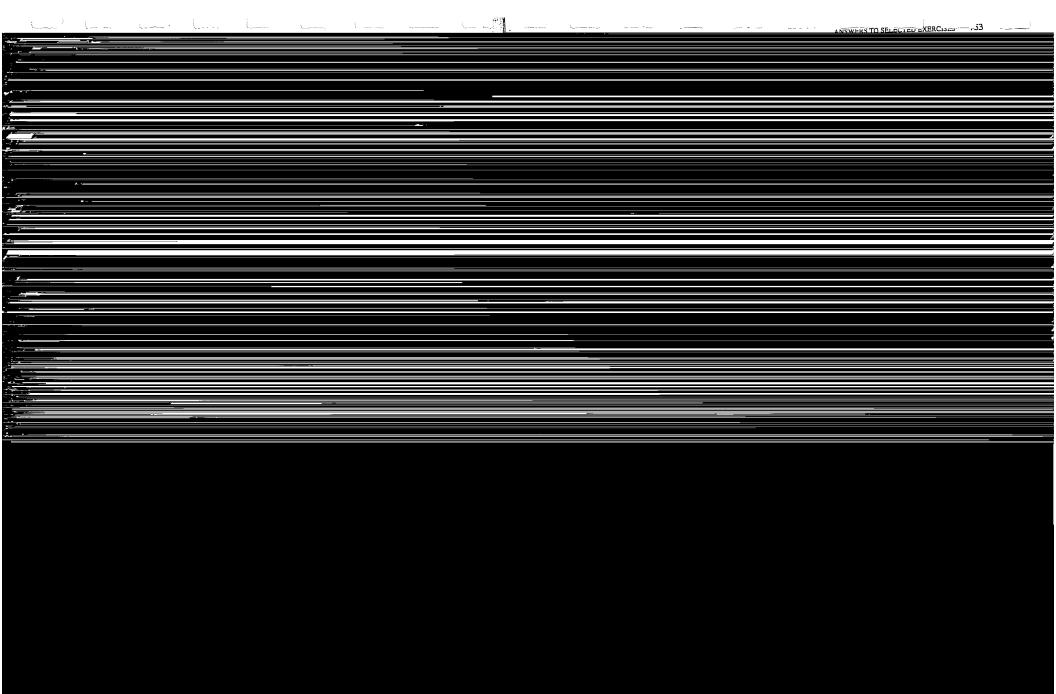
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7.46 ANSWERS TO SELECTED EXERCISES

ANSWERS TO SELECTED EXERCISES -1-9

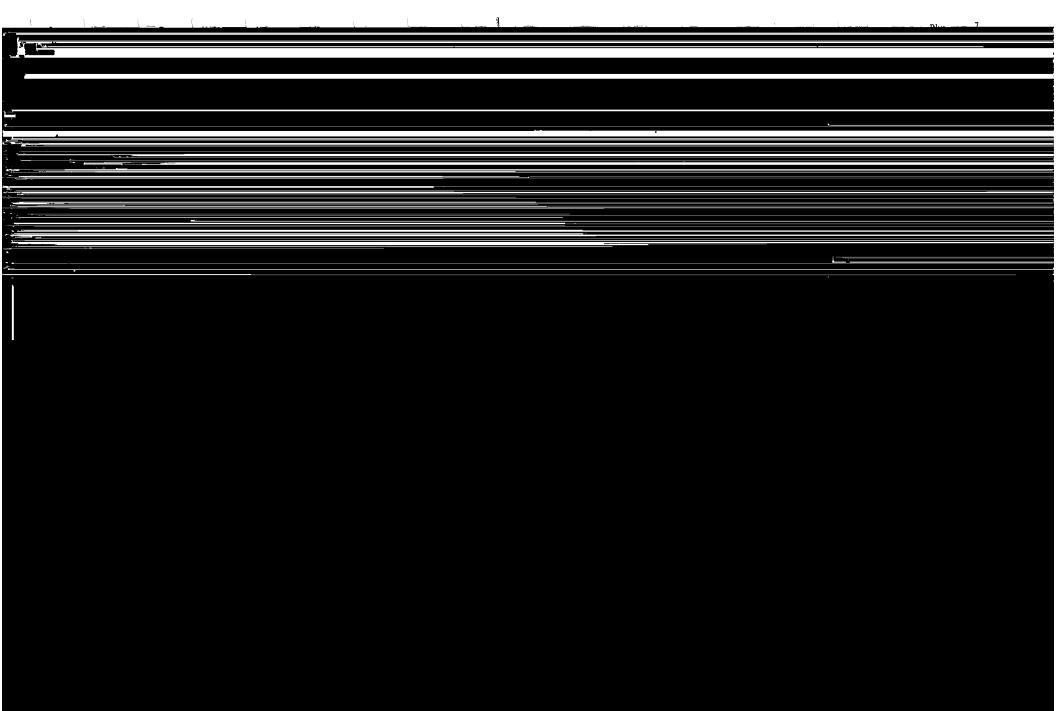
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750 ANSWERS TO SELECTED EXERCISES



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