
CONTENTS

Summary	9
Abstract	13
Preamble	17

I

ORIGIN AND DEVELOPMENT OF QUALITY MANAGEMENT

1. Review of the development of quality management	27
2. Teachings of quality management gurus	38
3. Total quality management philosophy	48

II

QUALITY MANAGEMENT PRINCIPLES AND THE BENEFITS OF THEIR IMPLEMENTATION IN CENTRAL BANKS

1. Quality management principles as guides to successful management	61
1.1. Customer focus	67
1.2. Leadership	70
1.3. Engagement of people	81
1.4. Process approach	83
1.5. Improvement	89
1.6. Evidence-based decision making	93
1.7. Relationship management	95
2. Benefits of the implementation of quality management principles in central banks	97

III

QUALITY MANAGEMENT IN TERMS OF ATTAINING SUSTAINABLE SUCCESS

1. Sustainable success as an effective management goal	107
2. People as the most important factor for sustainable success	113
3. Learning, improvement, innovation and knowledge	124
4. Challenges to change management and sustainable success in central banks	137

IV

MANAGING OPERATIONAL RISKS IN CENTRAL BANKS

1. Categorisation and main characteristics of risks in central banks 151
2. Operational risks as one of the key risks in central banks 156
 - 2.1. Basel principles for the sound management of operational risks. 160
 - 2.2. Some lessons of operational risk management from
selected central banks 164
3. Risk management principles in terms of operational
risk management in central banks 185
4. Quality culture, risk-based thinking and risk culture 191

V

APPROACHES TO TOTAL QUALITY MANAGEMENT AND QUALITY METHODS AND TECHNIQUES

1. Categorisation of approaches to total quality management 203
2. Approaches to total quality management in terms of more
effective and efficient operational risk management 206
3. Quality methods and techniques as a support to operational
risk management 210
 - 3.1. SWOT analysis 210
 - 3.2. Benchmarking 214
 - 3.3. Brainstorming 217
 - 3.4. PDCA cycle in terms of more efficient
operational risk management 219
 - 3.5. Ishikawa diagram in terms of more efficient
operational risk management 225

VI

CREATION OF A NEW MODEL OF OPERATIONAL RISK MANAGEMENT IN CENTRAL BANKS

1. Strengthening of the „three lines of defence” in terms of more
efficient operational risk management 239
 - 1.1. Main characteristics of the „three lines of defence” model 239
 - 1.2. Strengthening „the first line of defence” 244
 - 1.3. Strengthening „the second line of defence” 249
 - 1.4. Strengthening „the third line of defence” 253
 - 1.5. Harmonisation and coordination of the strengthened
„three lines of defence” model 255
2. Creation of a new model of operational risk management in central
banks based on the synergy of quality management principles, risk
management principles and the total quality management approach 260

- 8 References 267