PROJECT QUALITY MANAGEMENT

INTRODUCTION

WHAT'S PROJECT QUALITY MANAGEMENT?

Project Quality Management processes include all the activities of the performing organization that determine quality policies, objectives, and responsibilities so that the project satisfy the needs for which it was undertaken. It implements the quality management system through the policy, procedures, and processes of quality planning, quality assurance, and quality control, with continuous process improvement activities conducted throughout, as appropriate.

INTRODUCTION

WHAT DO THE QUALITY EXPERTS SAY ABOUT QUALITY?

- Quality is "the degree to which a set of characteristics fulfill requirements"
- Quality should be planned, designed & built-in as the integral part of the process.

QUALITY MANAGEMENT APPROACH

Modern quality management complements project management. For example, both disciplines recognize the importance of:

- **Customer Satisfaction**: understanding, evaluating, defining, and managing combination of:
  - conformance to requirements (the project must produce what it said it would produce), and
  - fitness for use (the product or service must satisfy real needs)

- **Prevention Over Inspection**: The cost of preventing mistakes is generally much less than the cost of correcting them, as revealed by inspection

- **Management Responsibility**: Management must provide resources needed to meet quality levels and thus succeed

- **Continuous Improvement**: The plan-do-check-act cycle is the basis for quality improvement (as defined by Shewhart and modified by Deming)

QUALITY VS GRADE

QUALITY versus GRADE

- Quality and Grade are not the same.

- Grade is a category (or rank) that distinguishes items having the same functional use but different technical characteristics, e.g. a product with lots of features and benefits is generally considered a high grade product, but still can be of poor quality.
- Quality is a degree measuring fitness for use, e.g. a high quality product will meet the specs and satisfy the real purpose, but may have limited features (or, grade).
- For example, software of high quality has no bugs, but may be low grade because it has limited features (such as Microsoft Calculator).
- Low quality is always a problem, low grade may not be.
- PM and his team are responsible for determining and delivering the required levels of both quality and grade.

QUALITY PROCESSES

QUALITY PROCESS DEFINITIONS

8.1 Plan Quality Management

- The process of identifying quality requirements and/or standards for the project & product, and documenting how the project will demonstrate compliance.

8.2 Perform Quality Assurance

- The process of auditing the quality requirements and the results from quality control measurements to ensure appropriate quality standards and operational definitions are used

8.3 Control Quality

- The process of monitoring and recording results of executing the quality activities to assess performance and recommend necessary changes.

See Figure 8-3, p.193 for plan quality data flow diagram