

**MBA CLASS 4**

**Subject Profile: PROJECT MANAGEMENT**

**Session 6**



## **PROJECT QUALITY MANAGEMENT**

On completion of this Session, you will be able to:

1. Describe the project quality planning process
2. Define project quality assurance
3. Apply project quality control methods

### **ACTIVITIES:**

- **Lecturing**
- **Reading for comprehensive:**
- **Group discussion:** How to control the quality of the project

**Presentation:** Monitoring procedure and quality measurable standards for the new project

- **Home exercise:** Risks and constraints of your new project
- **Assessment:** Self-assessment

### **LEARNING TOOLS**

- PMBOK Guide
- Lecture notes
- Sample of monitoring framework of implemented project
- Assignment material

# Project quality management

“Project quality management provides the framework to ensure that the project will deliver the desired outcomes”

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## **Benefits of project quality management**

- Improves the project control process
- Reduces reworks and improves process accuracy and cycle times
- Define the quality required of each deliverable (success factor)
- Facilitates clear assignment of roles and responsibilities for quality.

## **Managing the quality of project deliverables**

- Ensures positions of project outcomes to the organizational quality objectives and goals
- Ensures that deliverables meet internal and external stakeholders expectation
- Define and measures the required tolerances for defects

## 1. Project quality planning

### Quality planning

“Quality planning establishes the appropriate quality standards, and how they will be measured and applied to the processes and deliverables of the project”

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### 1.1. Project quality planning requirements

#### Project quality planning requirements

- Project plan
- Quality policy
- Project definition document: objectives and key success factors of the project by which the outcomes will be assessed.
- Other process deliverables: procurement plan, HR enrolment plan etc.
- Standards and regulations (internal and external standards)

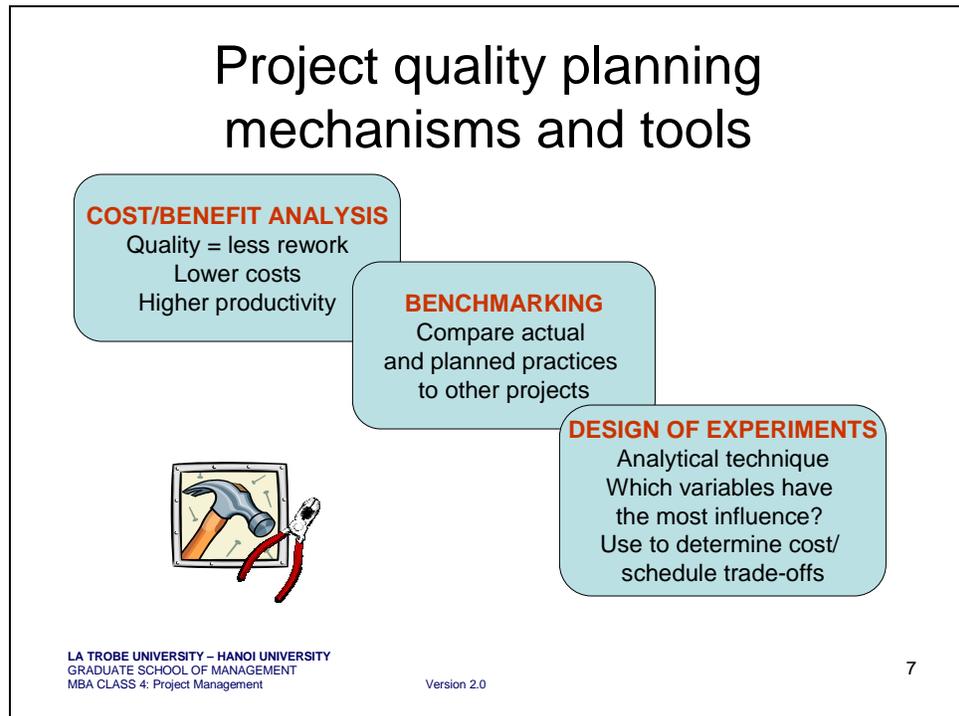
## Descriptions:

**Quality policy** is the overall intentions and direction of an organization with regard to quality, as formally expressed by top management.

### **Communications technology**

- Factors may affect the project include
- The immediacy of the need for information
- The availability of technology
- The expected project staffing
- The length of the project

### 1.2. Project quality planning mechanisms and tools



### 1.3. Project quality planning deliverables

## Project quality planning deliverables

- Quality plan: describes how the project management team will implement its quality policy.
- Checklists: a structural tools used to verify that a set of required steps has been performed.
- Requirement to other processes: e.g. to update project schedule etc.

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### 1.4. Quality Plan content

### 1.5. Project Quality Plan may cover: (Table 1)

### 1.6. Project quality matrix (Table 2)

- The project quality matrix identifies:
- Which project deliverables will be measured for quality
- How the quality will be verified
- What defined standard must the deliverables comply with
- Who is responsible for the quality of the deliverables

**Table 1: Quality Plan Contents**

No.	CONTENT	Deliverables	References
1	The project initiation and selection process		
2	The project organizational structure		
3	Role and responsibilities of project manager and team, sponsors, steering committee		
4	Project methodology and life cycle		
5	Project plan		
6	Change and risk management process		
7	Project control cycle		
8	Development, review, sign-off and storage of documentations		
9	Budgeting and cost management requirements		
10	Communication process		
11	References to procedures and standards		
12	Quality control process and standards		

Table 2: Project quality matrix

Source: ACPM

WBS	Description	Deliverable	Quality objective	Standard	Test	Benchmark	Responsibility
PROJECT PHASE: Concept							
PROJECT ACTIVITY: Develop policy and training							
1.1.1	Document existing process	Process maps	SME Sign-off	Organiz. standards for process flows	SME Review	5 days \$10,000	Business analyst
1.1.2	Develop policy	system policies	SME and Stakeholder sign-off	Policy standards	Regular SME Review	\$5,000	Project manager
...	...	...	...	...	...	...	...

## 2. Project quality assurance

### Project quality assurance

- Quality assurance is process of implementing the control standards documented in the Quality Plan, to ensure the plan's outcomes are predictable and to the required standard.



### 2.1. Project quality assurance requirements

## Project quality assurance requirements

- Quality Plan: This plan includes the project quality control framework
- Results of project quality control measurements: records of project quality control testing and measurement in a form for comparison and analysis

### 2.2. Project quality assurance mechanisms and tools

#### **QUALITY ASSURANCE**

Can use the tools and techniques for Quality Planning

#### **QUALITY AUDITS**

Structured review  
Identify lessons learned

### 2.3. Project quality assurance deliverables

## Project quality assurance deliverables

- Quality improvement: increasing the effectiveness and efficiency of the project to provide added benefits to the project stakeholders
- Scope change
- Budget requests

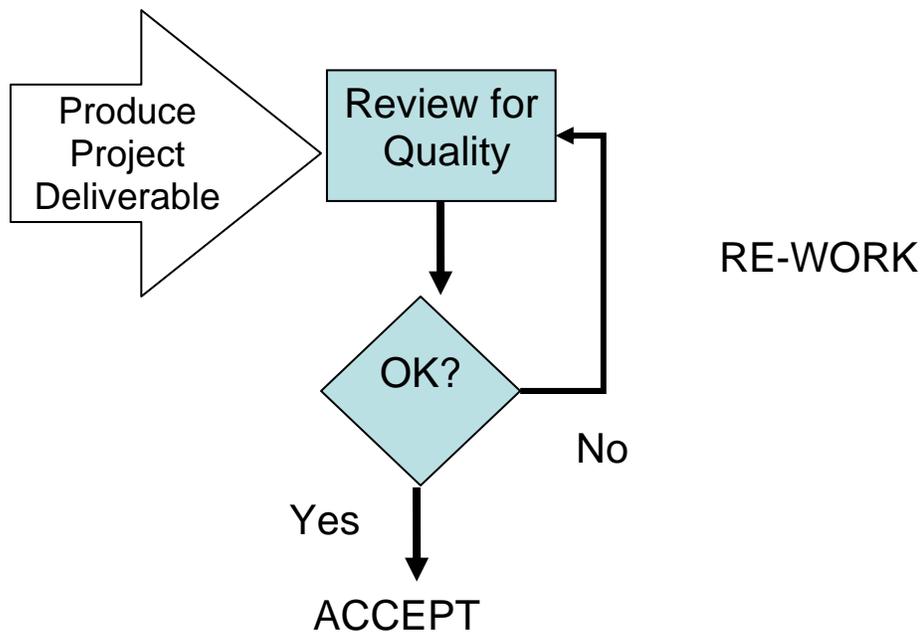
### 3. Project quality control

## Project quality control

Quality control is the process of measuring outputs from the project and comparing them with the standards and expected results, as documented in the Quality plan

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### 3.1. Project quality control process



### 3.2. Project quality control requirements

#### Project quality control requirements

- Work results: Information about the planned and expected results (from the Project Plan) should be available along with information about the actual results
- Quality Plan
- Checklist

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### 3.3. Project quality control mechanisms and tools

## Project quality control mechanisms and tools

**INSPECTION**  
Measuring, examining and testing of results based on requirements

**CONTROL CHARTS**  
Graphic display used to determine if the process is in control

**STATISTICAL SAMPLING**  
Appropriate sampling reduces the cost of control works

**FLOWCHARTING**  
Used in project quality control to help analyze how problems occur

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### 3.4. Project quality control deliverables

## Project quality control deliverables

- Work results
- Sign-off documents
- Rework request
- Completed checklists
- Process adjustment suggestion

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### 3.5. Monitoring and evaluation (M&E) project implementation

“Active area” of monitoring and evaluation

	Input	Activity	Output	Outcome, effectiveness	Impact
Self-monitoring					
Independent monitoring					
Evaluation					

M&E procedure:

