

# Project Quality Management

See Chapter 8 in the PMBOK ® Guide.

Chapter 23 in Project Management, A Systems Approach to Planning, Scheduling, and Controlling, Seventh Edition by Harold Kerzner, PHD gives a great summary and historical perspective.

The WBS on Page 96 of the PMBOK ® Guide is as follows:

1. Quality Planning
2. Quality Assurance
3. Quality Control

Comments:

At first Quality Management seems much easier to apply to manufacturing than projects. The heritage, of Demming, Duran, Crosby, et al and the auto industry manufacturing, is still very evident with the concepts of prevention rather than inspection, the distinction between grade and quality and the emphasis on statistics. See Dr. Kerzner's book for an excellent summary on page 1089 and historical perspective on the preceding pages in Chapter 23.

However, it's not just the widget, it's also the process. It's no good having a great widget if it's late to market and costs too much. PMI's approach to Project Quality Management makes the previous body of work relevant to projects. Quality is not just free – it should save you money!

The tools e.g. Cause-and-Effect diagrams, Benchmarking, Pareto diagrams, etc. are particularly useful although we prefer to take Flow charts and put them into project management software. We feel this gives a lot more information about how long the process will take, how many resources it will require and what it will cost. We often tackle implementing a solution to a quality problem as a subproject with its own schedule, resources and budget, etc.

We plot Schedule Performance Index against time on all our projects. See PMBOK ® Guide page 104 and Earned Value in the Project Cost Management summary. It is our experience that if you keep your project on schedule, it will generally stay on budget and quality is much less likely to be a problem.

We also put Quality activities in each phase of our schedules, see our PMMP Checklist.