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Critique Paper: Best Project Management Practices in the Implementation of an ISO 9001 Quality Management System

1   Project Background

1.1 Statement of the Problem

The semi-structured discussions with various quality experts were used to investigate the application of ISO 9001 quality management systems in several firms. Throughout essence, firms seem to view the development of a quality management system as a plan and apply traditional project management techniques, perhaps even to varying degrees and in varying ways. Nevertheless, project management has been concentrating on continuous institutions as it has grown throughout time. The dedication and active engagement of management, in addition to the direct involvement of staff and thorough planning and time management were critical for a successful application.

This might be inferred that firms who prepared for their internal investment costs, namely the direct costs of performance management, were more likely to install their quality management systems on time—and their timeframe of development was relatively short than those that did not have this intrinsic expense was not considered.

1.2 Significance of the Paper

The focus of the program is to evaluate the effects of implementing ISO 9001 to project management and to analyze the extent to of efficiency has contributed to the execution of different programs. Respondents requested to use management tools and techniques for their particular project adoption and implementation and to differentiate significant aspects that led to project success. This became critical to grasp the techniques that most promote project management adoption, notably ISO 9001. The recommendations serve as guidelines in selecting which part of the company gives the maximum route for hastening the successful implementation of the ISO 9001 entire project.

1.3 Frameworks/Technique Used

Literature Review

A literature study has been undertaken, and the significant factors from several academic resources either presented. In order to determine the suggested theory of differences and satisfy the fundamental research objectives, extensive clarification and comparisons were conducted. Finally, recommendations and suggestions based on the results about the possibly successful usage of the ISO 9001 standard in implementation.

Bringing excellent service (Kapaj & Shahu, 2015) and products to customers drives customer happiness, competitiveness, and marketing capabilities. Nowadays, greater than ever, there is a worldwide phenomenon approaching increasingly serious consumer quality standards. The above tendency has been accompanied by a rising recognition that constant quality developments are frequently required to achieve and retain remarkable economic achievement. The notion of what "quality" signified to diverse clients was one impediment to offering high-quality products and services. Various nations, sectors, and authorities all have various quality procedures that providers had to follow in order to provide goods globally. By simplifying international standards, a consistent international standard was required. The International Organization for Standardization (ISO) was formed because of this.

2 Summary of Findings

The study focuses on 21 ISO 9001-certified organizations in Iceland. ISO 9001 implementation was approached as a project. The implementation uses typical project management techniques and requires an average of 18 months. Development was carried out using a variety of strategies, which included an initial proposal, a frequent modification strategy, a combination of both, and a project manager's solo work.

In overall, the research and review of ISO 9001-related literature suggest that a number of the assertions about its complex nature may be valid. Furthermore, in the vast majority of cases, problems like these arise due to a poor application of the model's fundamental assumptions to the company's real expectations. According to the evidence and examples examined, the adoption of relevant standards is ideal in organizations that support simple and trustworthy control systems. In this situation, if innovation is a necessary aspect of the process, there is a risk of stagnation. The structure of institutions is crucial in this context. The use of standardization adds to the enhancement of quality products, although in small businesses, this approach generally may be unwarranted.

The workflow principle (Manders et al., 2016) encourages a process-oriented strategy and guarantees that resources and processes were manage in the same manner. The application of this concept results in the systematic identification, management, and control of the activities that comprise the business, as well as the relationships between these functions and the inputs and outputs that connect the processes. Nevertheless, identifying, regulating, and implementing the necessary may result in standardization, which may also stifle growth, particularly controversial innovation, for a variety of reasons.

3 Three Major Points of Agreement

3.1 The Management Evaluation

This would be fascinating to learn how the three firms adopted ISO 9001 in under six months. Organizations may have the finest managerial support and engagement, resulting in a seamless transition. These individuals were asked to pick respectively clearly

explaining their assessment of the time it took to build the system in comparison to the time allotted.

In addition to formal progress reviews (Schwalbe, 2016), senior management engagement is essential all across the life cycle of most initiatives. It is not desirable to wait until the conclusion of a project or product phase to get professional advice. Most projects are assessed on a frequent basis by management, such as weekly or even daily, to ensure projects are proceeding smoothly. The entire team wants to achieve success at work, and excellent management may help. Participation guarantees that a firm's project and the goals of the organization are met.

3.2 Employee Involvement

Recognizing that direct employee engagement in the implementation of an ISO 9001 quality management system is critical from something like a quality management standpoint is one point; comprehending what this implies in terms of project planning increasing recognition.

The findings clearly demonstrate that firms who budgeted for internal investment costs completed their ISO 9001 certification in 13 months, and in all circumstances, on time. Firms that did not employ project planning but instead focused their implementation on regular and consistent communication completed their ISO 9001 certification in 24 months, which was in all cases longer than even the firms had anticipated.

Active planning (Project Management Institute, 2017) in the identification and breakdown of needs into the project and product demands, as well as the care, is given in identifying, establishing, and maintaining the specifications of the development's product, resource, or outcome, have a serious influence on the particular project. Provisions or capabilities that represented in a product, service, or outcome to meet an agreement or other officially enforced description referred to as requirements.

3.3 The Good Preparation

Inside the application of project management, proper planning and coordination of the execution seen as critical success factors. The current study also reveals that detailed project management planning and stakeholder regarded as critical success factors; this might defined as project management in practice. At first glance, several cases made to use project management in their operations, making any evaluation of the outcomes of organizations that use project management and those that do not challenge.

Good preparation (Project Management Institute, 2017) implies that there exists widespread agreement that detailed written, abilities, technologies, and methods to project management procedures may increase the likelihood of successful across multiple projects in providing the intended strategic value and outcomes.

4   Three Points of Disagreement

4.1 The Project Manager as a Key Success Factor

A good and effective project manager is a critical success component. The research study from my perspective overlooked this one issue in the study. Participants will most likely fail to submit this as an additional essential element, separate from some of those listed in the questionnaire if it is not included in the questionnaire's choices.

Consideration for project managers' professionalism (Crawford, 2000) in satisfactorily executing the project demonstrated not just through studies into project success and various levels of project management professionalism, but also through the creation of standards that could used to guide the formation and analysis of project team members.

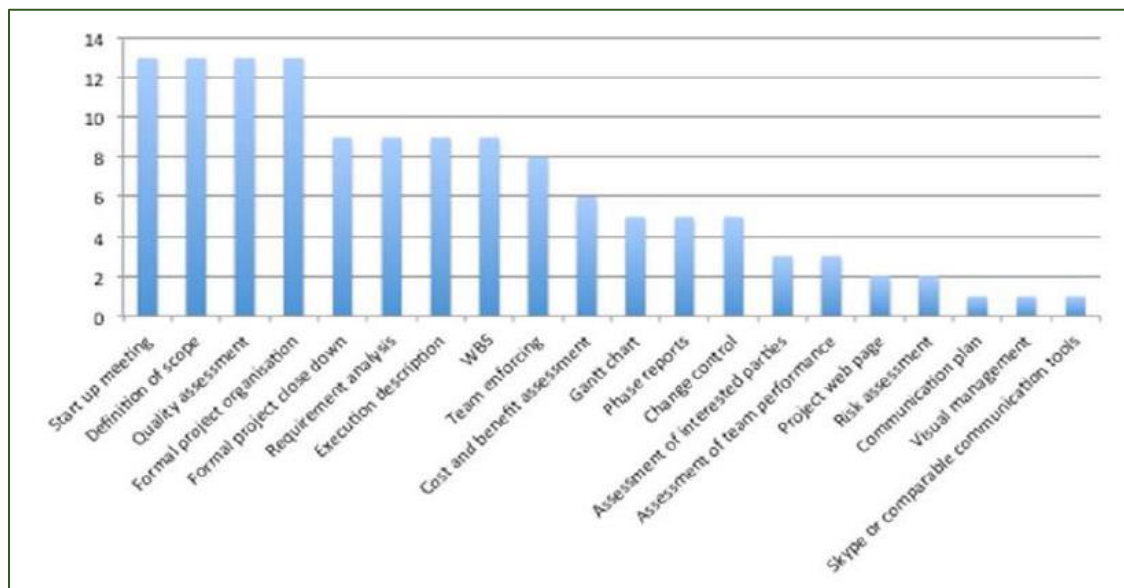### 4.2 Communication Plan, Visual Management, and Communication Tools

Figure 1 Overview of Project Management Related Tools and Techniques

According to the figure above, the majority of firms that participated in the survey did not place a high value on establishing a communication plan, visual management, and communication tools.

Communication (Project Management Institute, 2017) fosters the connections required for planning and operational success. Communication activities and artifacts vary tremendously, extending from emails and casual discussions to professional conferences and regular technical reports. Receiving and sending data occurs deliberately or subconsciously via words, facial expressions, movements, and other behaviors. Communication in the frame of reference of satisfactorily achieving project interactions with stakeholders means establishing strategies and plans for appropriate intervention

artifacts and tasks with the key stakeholders, as well as the application of abilities to increase the efficiency of scheduled and ad - hoc basis communications.

Furthermore, developing a communications (Schwalbe, 2016) management plan and early review among project stakeholders can minimize or lessen subsequent communication issues. When a company works on lot of projects, having some discipline in how they handle project communications helps the company function efficiently. Regular communication assists companies in improving entire projects, particularly in programs that include multiple tasks.

4.3 Risk Assessment

It baffled the reader that risk assessment was one of the program management approaches that most firms did not use. One cannot begin a project without somehow assessing the risks that might occur and planning how to avoid or mitigate them if they do arise. Mostly during the planning process, it is critical to identify the degree of risk that you are ready to take for the project without jeopardizing its effectiveness.

Uncertainty (Barghi & Shadrokh sikari, 2020) is a key consideration in risk assessment and evaluation. In project management research, uncertainty in forecasting the duration and value of large projects is seen as a serious difficulty. As a result, risk analysis is one of the most effective solutions to this problem. Risk management, in reality, is the systematic application of management principles, methods, and techniques pertaining to risk analysis, classification, and operational requirements.

5   References

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