

Assignment:

Controlling Quality

Duration: 30 Minutes

Controlling Quality in a Project

Control quality is an inspection-driven process that is unique to the project work. For example, you wouldn't be able to do the same type of inspection in a construction project as you would in a software development project. Control quality is specific to the project work being completed. The themes and approaches to control quality, however, can be applied to any project. For your PMP examination it's essential to do control quality in all projects to keep errors away from the project customers. The individual activities of control quality are specific to each project, while the philosophy of quality control is universal.

Learning Objectives

Control quality is an important part of project management. Control quality happens throughout the entire project, and you'll need to be able to recognize control quality activities on the PMP examination. By the end of this assignment you'll be able to

- ▶ Describe control quality activities
- ▶ Create a Pareto chart
- ▶ Define the most popular control quality charts
- ▶ Recommend control quality activities for a given scenario

Control Project Quality

You are a project manager for the JHX Organization and your current project is to improve your organization's help desk and call center for Microsoft Office products. Currently your organization manages help desk calls for approximately 10,000 users across the country. When users call into your organization's call center, their phone number is recognized and the support personnel can assist them with any problem they might be having with Microsoft Office. Your project is to improve the overall performance of the call center.

You and your project team have already made some changes to how the calls are managed and how the statistics for the calls are recorded. The organization has created metrics for call success and call failure based on the outcomes of the calls. You want to create a control chart for the incoming calls to see how well your project changes are working.

1. What type of chart could you create to track the success of calls in relation to calls that were not answered correctly, and what type of values would you measure?

2. Mark, the manager of the call center, would like you to create a chart that could track the success rate of every 100 incoming calls but also show the time between the measurements. What type of chart would you create, and what are the benefits of this chart type?

3. You and your project team are examining the types of calls that your center receives. Out of 1,000 phone calls, 450 of the calls are regarding Microsoft Excel, 300 calls are regarding Microsoft PowerPoint, 150 are regarding Microsoft Word, and 100 of the calls are regarding Microsoft Access. Using this information, create a Pareto chart in the space that follows:

Assignment Analysis Test

1. What are three examples of the cost of quality in a project that you've participated in?

2. Give an example of benchmarking and how it may contribute to planning quality in a project:

3. What is the difference between quality assurance and control quality?

4. Describe the type of chart a project manager would create if she wanted to illustrate the categories of project failure from largest to smallest; define the benefits of using this type of chart in control quality.

5. How can a change request be the result of control quality?

Solution: Controlling Project Quality

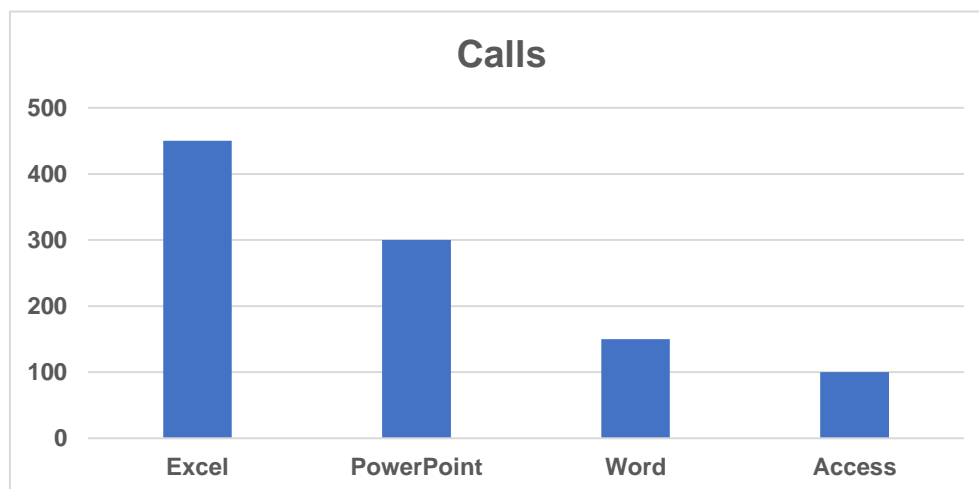
1. What type of chart could you create to track the success of calls in relation to calls that were not answered correctly, and what type of values would you measure?

A control chart or run chart would be ideal for this scenario. Both charts would allow you to identify quality metrics, control limits, and a mean for the project. You could measure the calls that were answered successfully or not based on identified metrics. The results of the calls would be plotted out in the control chart to track overall performance and improvement, and you could identify assignable causes. If you used a run chart, you could also track the frequency of overall calls within the project.

2. Mark, the manager of the call center, would like you to create a chart that could track the success rate of every 100 incoming calls but also show the time between the measurements. What type of chart would you create, and what are the benefits of this chart type?

Mark is definitely asking for a run chart in this example. Run charts are similar to control charts, but they include calendaring information to track trends over time.

3. You and your project team are examining the types of calls that your center receives. Out of 1,000 phone calls, 450 of the calls are regarding Microsoft Excel, 300 calls are regarding Microsoft PowerPoint, 150 are regarding Microsoft Word, and 100 of the calls are regarding Microsoft Access. Using this information, create a Pareto chart in the space that follows:



4. Your project implementation to improve overall performance is going well. Mark, the manager of the call center, is curious as to why you're spending so much time on control quality for this project. Why is control quality important for all projects?

Control quality is an ongoing monitoring and controlling activity. It is important for every project because it confirms that quality has been met in the project work. It's an inspection-driven activity that is done before scope verification. Control quality keeps mistakes away from the project customers, and it will help lead to acceptance decisions for the project deliverables.

Assignment Analysis Test Answers

1. What are three examples of the cost of quality in a project that you've participated in?

Your answers will be unique to you, but the cost of quality can be preventive things, like training, safety training and precautions, and having the correct tools to do the project work properly.

2. Give an example of benchmarking and how it may contribute to planning quality in a project:

Benchmarking is when you compare one or more items to choose the best resource. Benchmarking could also be used to measure performance under different circumstances, such as how many activities were completed without errors, or the performance of hardware or other resources.

3. What is the difference between quality assurance and control quality?

QA is a prevention-driven activity to do the work correctly the first time. QC is an inspection-drive activity to keep mistakes out of the customers' hands.

4. Describe the type of chart a project manager would create if she wanted to illustrate the categories of project failure from largest to smallest; define the benefits of using this type of chart in control quality.

This is a Pareto chart.

5. How can a change request be the result of control quality?

Defect repair and corrective actions can require a change request.