

Module 7 Case Study Responses

Case Study: Project Quality Program

(Source: Milosevic et al. Case Studies in Project, Program, and Organizational Project Management)

Q1. What are the pros and cons of the project quality program?

Pros:

Customer-focused Quality

- The program starts from the voice of the customer, translating customer expectations into measurable standards and tasks.

Integrated with WBS

- Uses the Work Breakdown Structure as the backbone for quality planning, ensuring no part of the project is overlooked.

Clear Accountability

- Assigns clear responsibilities and timelines, making it easier to manage quality tasks and monitor progress.

Quality Roadmap

- Acts as a “roadmap” for how to achieve quality goals, reducing uncertainty and ensuring alignment.

Supports Standards Compliance

- Helps teams comply with external standards like ISO 9000, PMBOK, etc.

Continuous Monitoring

- Encourages ongoing monitoring and adjustments as needed.
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✗ Cons:

✗ Resource-Intensive

- Can be time-consuming and require significant resources to develop and maintain.

✗ Complexity for Small Projects

- Might be too detailed or cumbersome for smaller, less complex projects.

✗ Risk of Bureaucracy

- Excessive focus on paperwork or rigid processes could slow down progress.

✗ Needs Strong Management Support

- Without commitment from management, the program may become an unused document.

✗ Quality of Inputs is Critical

- Poorly defined customer requirements, incomplete scope, or vague WBS can undermine the entire program.
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Q2. When should the project quality program be used?

✓ Recommended Use Cases:

- **Complex or large-scale projects**
 - Where customer expectations are high and project scope is broad.
- **Projects requiring compliance**
 - E.g. ISO 9000, government or regulated industries
- **Projects with significant customer impact**
 - High visibility projects, safety-critical systems, or those with strict quality demands.
- **Projects facing historical quality issues**
 - Helps address recurring defects or process gaps.
- **Agile or Hybrid project**
 - Though traditionally linked to waterfall, quality programs can be adapted to agile contexts by integrating them into iterative cycles (e.g. using “Definition of Done,” continuous integration, ATDD as highlighted in the Agile reference —(Part_1_Fundamentals_of_Agile_).pdf).

✓ In summary:

A project quality program is particularly valuable when the cost of poor quality is high and customer satisfaction is critical. It should be tailored to the project's size and complexity to avoid unnecessary bureaucracy.