King Fahd University of Petroleum & Minerals
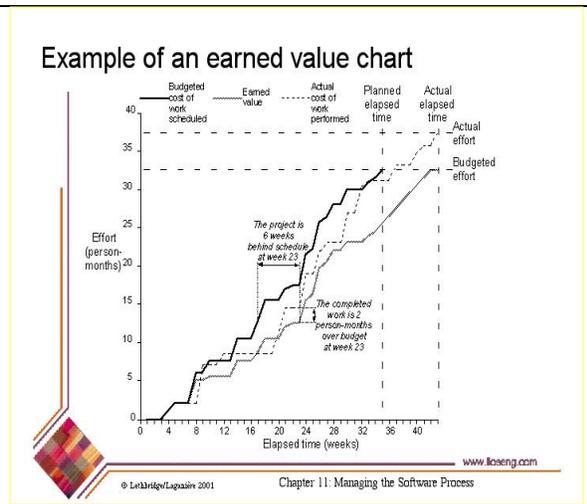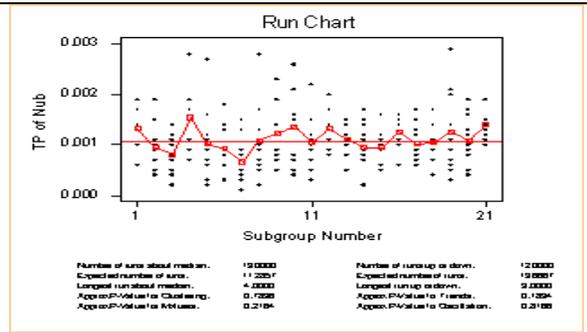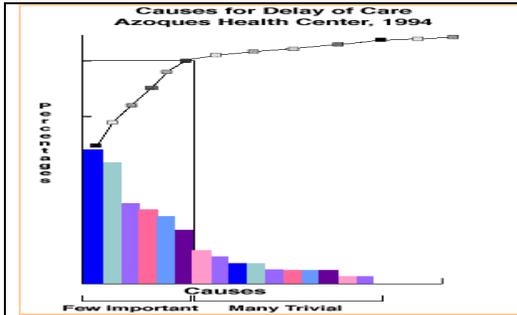
CEM 515 Construction Quality Assurances
Midterm exam

Name:_____ St NO._____

CHAPTER 2: CUSTOMER-DRIVEN QUALITY AND SCHEDULING

1. The integration of project management and total quality makes sense, but there has not been much headway in putting these concepts into action. One reason is that project management is not seen as _____rather, it is seen as _____ tool.

2. Quality plans do not get translated into project schedules as easily as product specifications (T/F)

3. Project managers typically see quality as an internal aspect of the process different from and internal to the core product design and development process (T/F)

4. There are two quality objectives: 1) _____ and 2) Quality as customer satisfaction.

5. At least one of the above mentioned quality type must be achieved before the project can be considered successful (T/F)

6. "Quality as customer satisfaction" is relational rather than absolute and is a function of four key forces:

   a)
   b)
   c)
   d)   *Project performance*

7. *Quality function deployment* (QFD) *"It is a translation of _____"*.

8. There are fundamentally two basic ingredients to quality:

   - _____ involves controlling the development of the deliverable so that it can be validated and verified.
   - _____, on the other hand, is tied to customer expectations.

9. Name the following figures/graphs

Causes for Delay of Care Azoques Health Center, 1994	**Run Chart**
	Example of an earned value chart

10. Projects typically go through five phases:

– _____

– _____

– _____

– Operation and testing, and

– _____

11. _____ is an indicator of how much work has been accomplished at any given time in the project that has earned its value

12. _____ is the process of building quality into the definition, design, production, and testing of the product deliverable

13. Customer involvement is the best quality assurance mechanism and combines *two critical forces*:

- – (1) Are the _____ deployed in the project appropriate to the customer's needs?

- – (2) Does the development of _____ reflect the customer's changing views of a quality product**?**

14. Some key functions of department managers:

⇨ _____

⇨ Performance evaluation

⇨ Hiring, training, and career development plans
⇨ Development of a department budget
⇨ Preparation of a staffing plan
⇨ _____

CHAPTER 3: PROJECT MANAGEMENT AND QUALITY

15. Many excellent organizations seek to define the _____ rather than determining _____. This frequently results in an isolation from the customer, with the ultimate consequence of leaving the deliverable on the doorstep for the customer. Such organizations do not keep close to their customers

16. CDPM uses the total quality management emphasis on _____, people involvement through teams, _____, and _____, and it stresses the project management methods for planning, controlling, and delivering successful deliverables

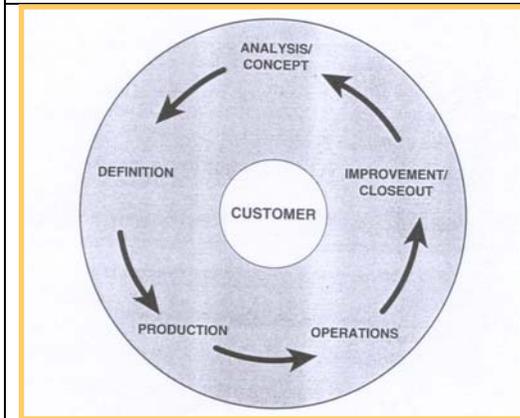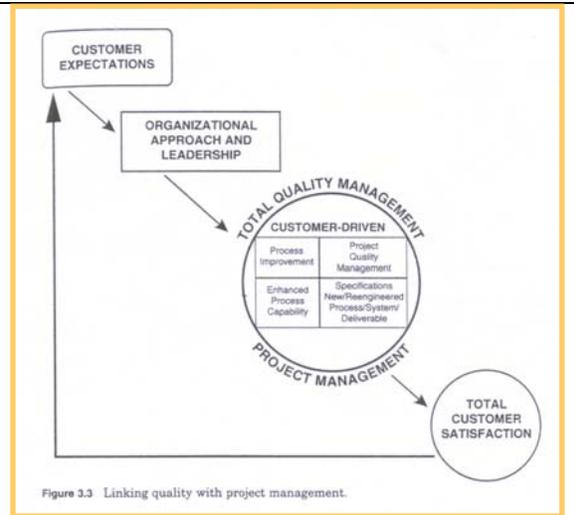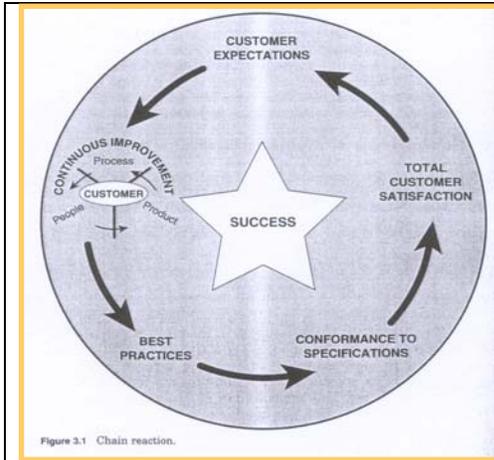17. _____ is a management approach that focuses on producing deliverables that achieve total customer satisfaction.

18. In many of today's organizations, _____ and _____ are separated. This restrains the organization's ability to achieve *total customer satisfaction***.**

18. Projects include three kinds of planned, short-term activities:

- ✓ Those producing _____
- ✓ Those producing _____, and
- ✓ Those resulting _____

19. Name the following figures/graphs

Figure 3.1 Chain reaction.

Figure 3.3 Linking quality with project management.

Figure 3.2 Vision, mission/objective, strategy, tactics, and operations.

20. Customer-driven project management stresses:

– _____

– Right-sized and team-based organizations, and

– _____

21. The new millennium has introduced a new stage in the development of project management-we call it "_____"

22. Project management became necessary because traditional organizations structured around functional activities, such as *engineering*, *manufacturing*, *support*, *finance*, and human resources, could _____ projects.

23. According to project management standards, a successful project is one that is completed on _____ and within_____ and meets _____ *criteria*.

24. _____ means the customer or customer's voice is the primary focus.

*25.*_____ is any series of activities that has a specific end or objective.

26. _____ involves optimizing resources, that is, getting the most out of both technology and people.

27. The customer-driven project management life cycle includes:

– Concept
– _____
– _____
– _____
– _____

28. The CDPM improvement methodology consists of the following eight steps:

• 1 Define quality issues.
• 2 _____.
• 3 Select improvement opportunities.
• 4 _____.
• 5 Take action.
• 6 _____
• 7 Implement the . improvement.
• 8 _____.

29. CDPM is a process that is wholly driven by the _____ at every turn and which places the customer in _____ from start to finish

## CHAPTER 4: Historical Perspective on Project Quality Management

30. In customer-driven project management, _____ and _____ throughout the organization are both necessary to satisfy the customer

31. _____ are the most important resource and are the primary means to _____ to a deliverable that is necessary when striving for total customer satisfaction.

32. _____ is the management of an activity that has a defined start and finish

33. Name the following figures/graphs
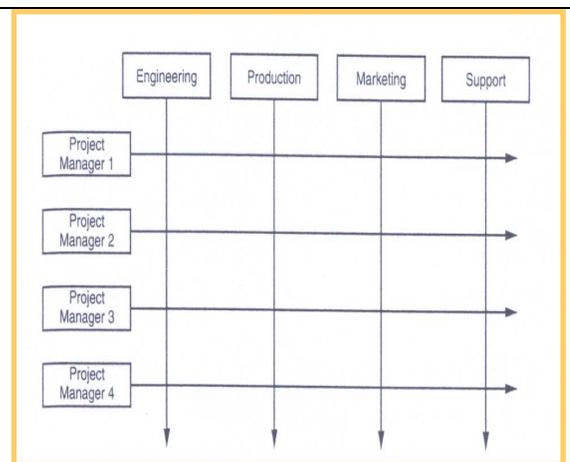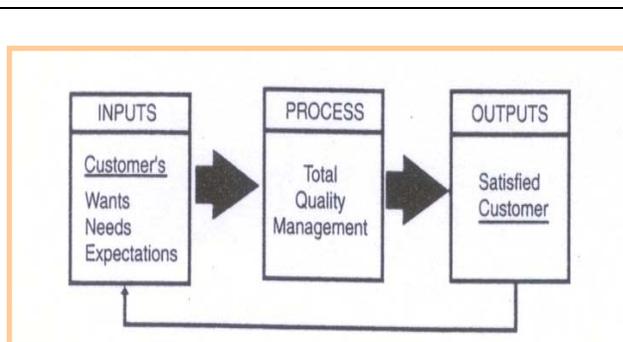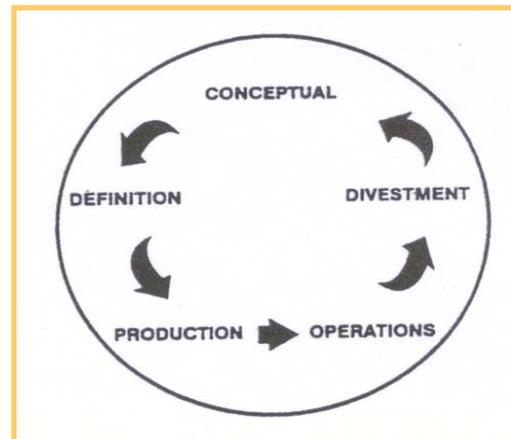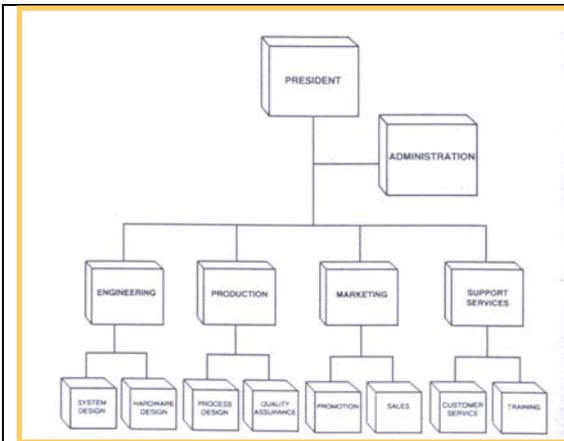
34. Project management involves a cycle of processes. These cycles for *defining*, _____, _____, and *delivering* a deliverable vary by organization.

35. Philip B. Crosby outlined the "zero defects". The Crosby approach is based on four points:

1. Quality _____;
2. _____ is the key to quality;
3. _____ is the standard; and
4. Measurement is _____

36. Malcolm Baldrige National Quality Award's criteria are:

- _____,
- Information and analysis,
- _____,
- Human resource utilization,
- _____,
- Quality results, and
- _____

37. Total Quality Management Philosophy: The philosophy values

- _____ people
- Stresses optimal life-cycle cost
- Target _____
- Prevention of _____ and _____ are key elements of the philosophy
- Elimination of losses and reduction of _____
- Developing relationships: internal, supplier, and customer

38. PMI has identified six key components of project quality management

- The quality movement,
- Quality planning concepts,
- _____,
- _____,
- _____, and
- Future quality issues and opportunities.

CHAPTER 5: Leadership and Quality

39. The _____ describes the basic corporate view of the role and function of the organization in satisfying customers' expectations today and in the future.

40._____ are the collective concept of what is important and what is "right" about the organization.

41. Specifically leaders do the following:

- Leaders create _____
- Leaders create _____
- Leaders give structure
- Leaders set the example
- Leaders grow _____
- Leaders establish and maintain organizational systems

42. The creation of a VICTORY environment requires the following elements:

- V_____ and the _____ to make it happen
- I_____
- C_____
- T_____ and _____
- O_____
- R_____ and _____
- Y_____

43. In a TQM environment, all the people in the organization must be _____ to perform their work with excellence.

44. In continuous improvement, _____ are not the problem, _____ are the solution.

45. _____ are the principal means to make decisions.

46. Name the following figures/graphs
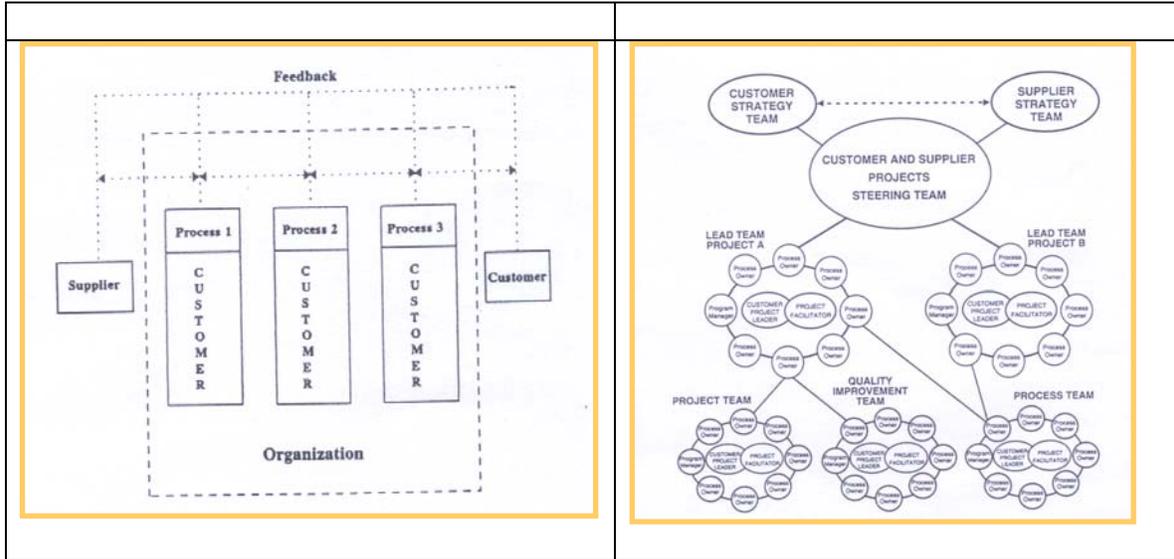
47. The development of a mission statement starts at the bottom (True/False)

48. Training and Education: Specifically, the key skills that must be developed for a TQM environment include:

- _____;
- _____;
- Conflict management;
- Problem solving;
- Consensus decision making;
- Critical and systems thinking;
- Understanding customer needs; and
- _____.

49. _____ is the process of enabling employees at all levels to exercise wide discretion in meeting customer needs, both within the outside the organization.

50. _____ is the process of setting boundaries on that discretion, through guidelines, so that employees are clear on the extent of empowerment.

51. Rewards can be extrinsic, such as _____,

52. Rewards can be intrinsic, such as _____

53. Project management system involves the following major processes:

1. *Analysis*
2. *Planning*
3. *_____*
4. *Evaluation*

Chapter 6: The Eight Step Process

54. The eight phases of the customer-driven project management improvement methodology are:

➚ Phase 1: _____
➚ Phase 2: Understand and define the process
➚ Phase 3: _____
➚ Phase 4: Analyze the improvement opportunities
➚ Phase 5: _____
➚ Phase 6: Check results
➚ Phase 7: _____
➚ Phase 8: Monitor results