

King Fahd University of Petroleum & Minerals

CEM 515 Project Quality Management

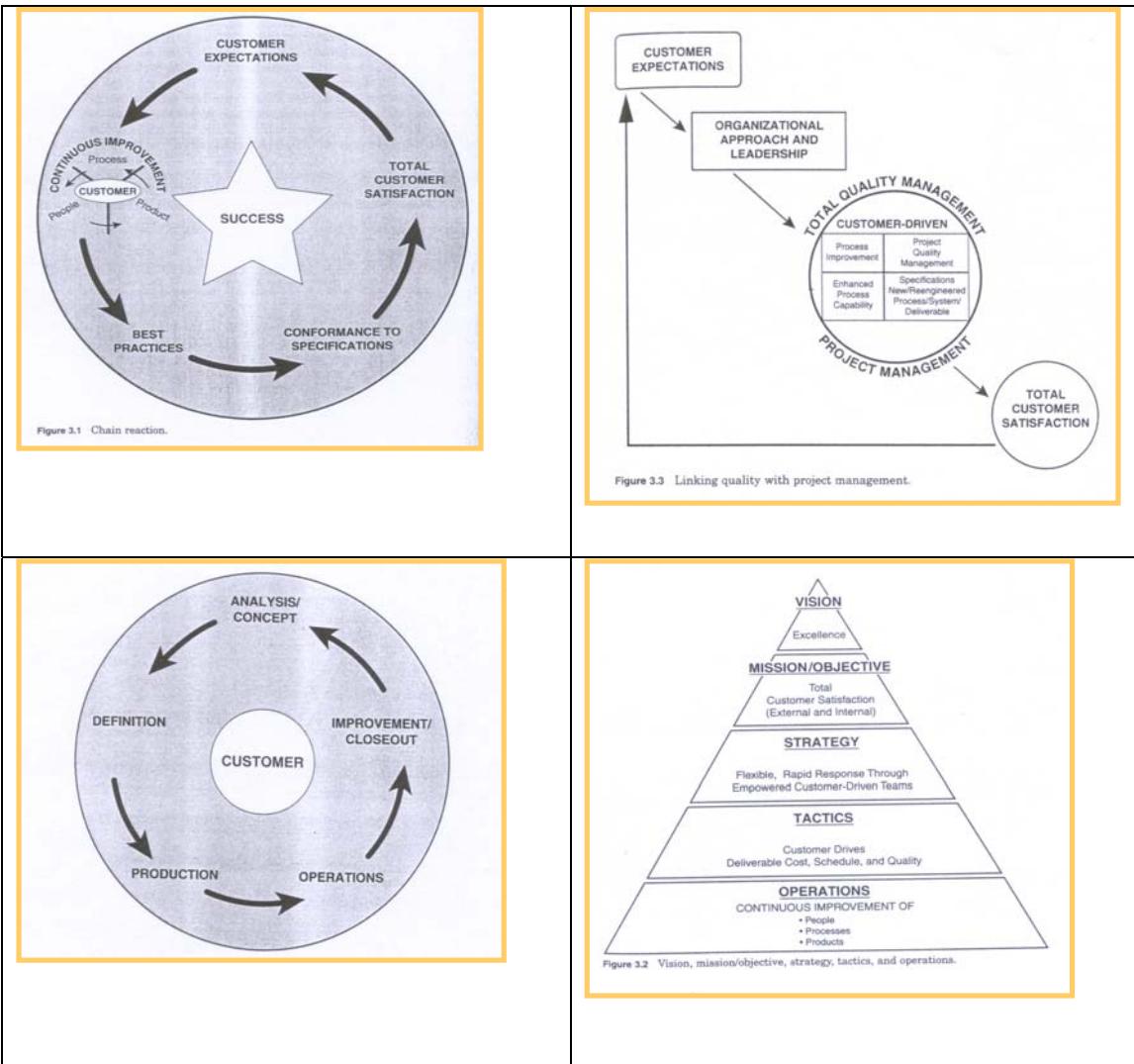
Midterm exam

Name: _____ St NO. _____

CHAPTER 3: PROJECT MANAGEMENT AND QUALITY

1. 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
2. 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
3. _____ is a management approach that focuses on producing deliverables that achieve total customer satisfaction.
4. In many of today's organizations, _____ and _____ are separated. This restrains the organization's ability to achieve *total customer satisfaction*.
5. *Projects* include three kinds of planned, short-term activities:
 - ✓ Those producing _____
 - ✓ Those producing _____, and
 - ✓ Those resulting _____

6. Name the following figures/graphs



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

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

10. According to project management standards, a successful project is one that is completed on _____ and within _____ and meets _____ criteria.

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

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

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

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

- Concept
- _____
- _____
- _____
- _____

15. 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 _____.

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

CHAPTER 5: Leadership and Quality

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

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

3. Specifically leaders do the following:

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

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

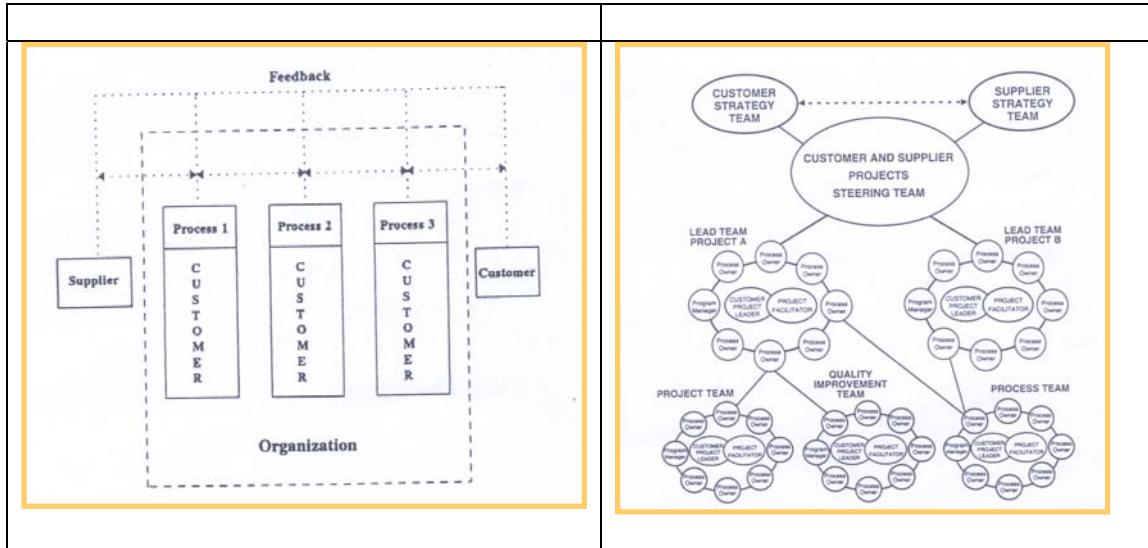
- V_____ and the _____ to make it happen
- I_____
- C_____
- T_____ and _____
- O_____
- R_____ and _____
- Y_____

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

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

7. _____ are the principal means to make decisions.

8. Name the following figures/graphs



9. The development of a mission statement starts at the bottom (True/False)

10. 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
- _____.

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

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

13. Rewards can be extrinsic, such as _____,

14. Rewards can be intrinsic, such as _____

15. Project management system involves the following major processes:

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

Chapter 6: The Eight Step Process

1. 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

Chapter 7 (A Summary of Tools)

Complete the missing words (1 point each)

- 1) Customer-driven teams are the primary technique for performing customer-driven project management. Customer-driven teams are as follows:
 - a. Customer-driven _____. These are customer-driven teams whose purpose is to complete a specific project, program, or task.
 - b. Customer-driven _____. These customer-driven teams focus on improving a specific process.
 - c. Customer-driven _____. These customer-driven teams constantly perform and improve their particular process.
- 2) _____ are a group of people working together toward a common goal.
- 3) _____ is a technique where the individual team members work together to achieve a common goal.

- 4) _____ is a communication technique for receiving and understanding information.
- 5) _____ is a technique to establish a focus on a specific outcome.
- 6) _____ is a tool that encourages the collective thinking power of a group to create ideas.
- 7) _____ is a disciplined approach for listening to the voice of the customer to get customer requirements that are converted into deliverable conditions.
- 8) _____ is a method of measuring your organization against those of recognized leaders.
- 9) _____ are meaningful measures that target continuous process improvement actions.
- 10) _____ is a technique to determine majority opinion.
- 11) _____ is a tool for rating problems, opportunities, or alternatives based on specific criteria.
- 12) _____ is a tool for comparing each problem, opportunity, or alternative against all others.
- 13) _____ is a technique for getting a team to accept and support a decision.
- 14) _____ is a tool to improve the process and reduce process cycle time by eliminating non-value-added activities and/or simplifying the process.
- 15) _____ is a tool that shows a picture of how work actually flows through an organization or facility.
- 16) _____ is a technique that describes the forces at work in a given situation.
- 17) _____. The work breakdown structure defines the organization and coding of the deliverable.

- 18) _____ is a technique for planning, scheduling, and controlling time and estimating, budgeting, and controlling resources.
- 19) _____ is the continual assessment of threat or opportunity in terms of time, cost, technical feasibility, and customer satisfaction.
- 20) _____ are techniques to identify cost of conformance and nonconformance.