

# 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

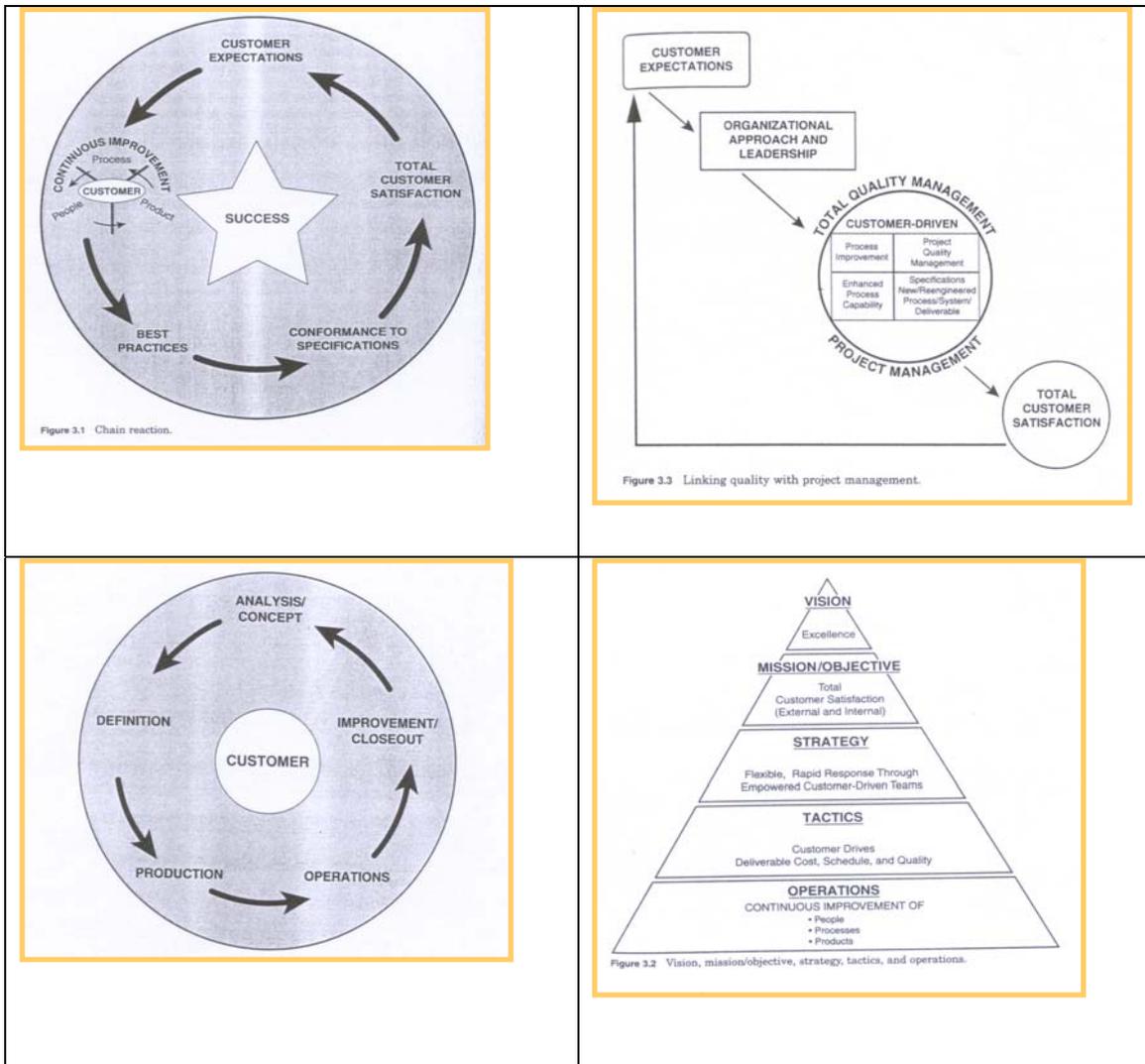
3. \_\_\_\_\_ is a management approach that focuses on producing deliverables that achieve total customer satisfaction.

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



7. Customer-driven project management stresses:

- \_\_\_\_\_
- Right-sized and team-based organizations, and
- \_\_\_\_\_

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:

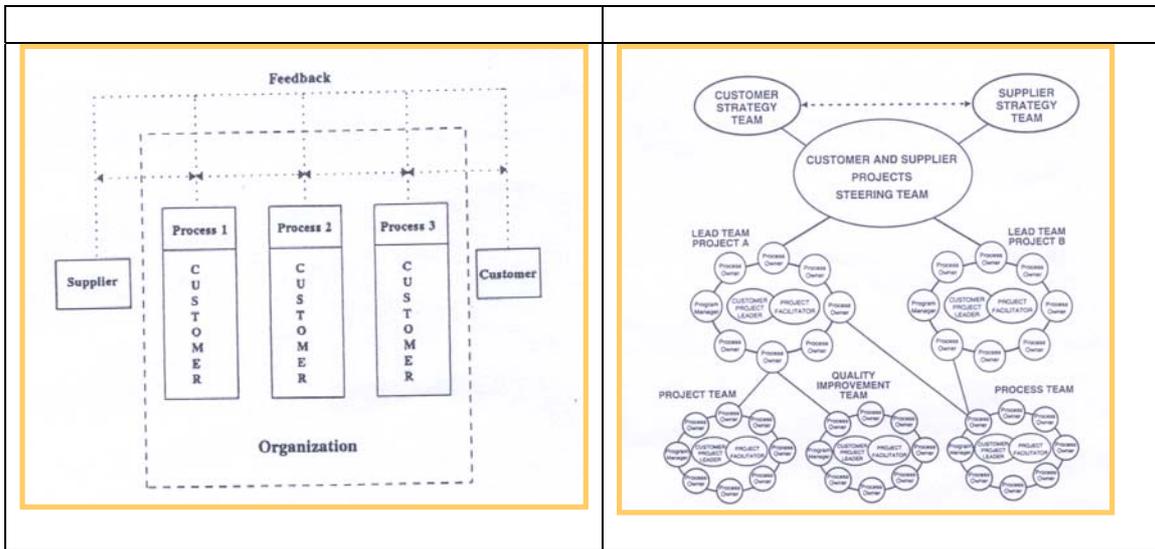
- V \_\_\_\_\_ and the \_\_\_\_\_ to make it happen
- I \_\_\_\_\_
- C \_\_\_\_\_
- T \_\_\_\_\_ and \_\_\_\_\_
- O \_\_\_\_\_
- R \_\_\_\_\_ and \_\_\_\_\_
- Y \_\_\_\_\_

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.