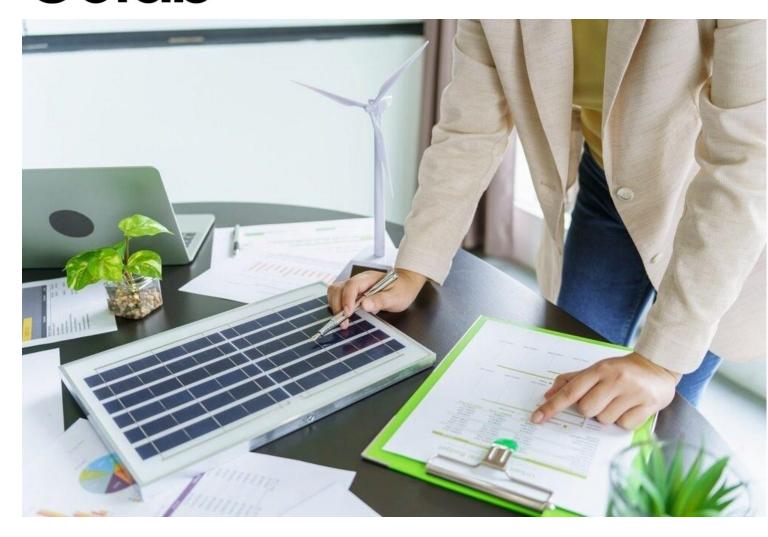# Colab

BSBPMG532   ASSESSOR GUIDE

Manage project Quality

Assessment 1 of 7

Short answer questions

Version 1.0

Assessment Instructions

Task overview

This assessment task consists of 12 short answer questions. Read each question carefully before typing your response in the space provided.

Additional resources and supporting documents

To complete this assessment, you will need:

- Access to your learning materials
- Access to a computer and internet
- Access to Microsoft Word (or a similar program}

Assessment Information

Sub}mission

You are entitled to three (3) attempts to complete this assessment satisfactorily. Incomplete assessments will not be marked and will count as one of your three attempts.

All questions must be responded to correctly to be assessed as satisfactory for this assessment.
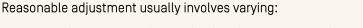
Answers must be typed into the space provided and submitted electronically via the LMS. Hand-written assessments will not be accepted unless previously arranged with your assessor.

Reasonable adjustment

Students may request a reasonable adjustment for assessment tasks.
Reasonable adjustment usually involves varying:

- the processes for conducting the assessment (e.g. allowing additional time)
- the evidence gathering techniques (e.g. oral rather than written questioning, use of a scribe, modifications to equipment)

However, the evidence collected must allow the student to demonstrate all requirements of the unit. Refer to the Student Handbook or contact your Trainer for further information.

Please consider the environment before printing this assessment.

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Short Answer Questions

Question 1

In your own words, explain the theory and four principles of Total Quality Management (TQM).

Approximate word count: 120 - 150 words

Assessor instructions: Students must demonstrate knowledge of TQM management theory, including the four principles covering quality, customers, employees and continuous improvement.

A sample answer is provided below.

> Total Quality Management, or TQM, is a business philosophy that emphasises the continuous improvement of products and services to provide the best possible customer experience. TQM practitioners believe every employee has a role to play in improving the quality of the company's products and services.
> TQM is built on the foundation of four principles:
> - quality comes first
> - customers are always right
> - employees are the key to success
> - continuous improvement is essential.
>
> These principles guide businesses in their quest to provide their customers with the best possible products and services.
> TQM has been shown to be an effective way to improve quality and customer satisfaction. In fact, many companies who have adopted TQM report increased sales, higher profits, and happier employees.

Question 2

The following questions are about the international quality standard.

    a) In your own words, explain ISO 9000:2015 Quality Management System, including why a business would use the standards.
        Approximate word count: 120-160 words
    b) Identify and provide an outline of any two clauses contained in the standards.
        Approximate word count: 75-160 words

Assessor instructions:

    a) Students must demonstrate knowledge of ISO 9000:2015 Quality Management System, and responses must be in the student's own words. Responses must explain that the standards provide a framework to assist organisations in establishing processes and policies to deliver services and provide products. Why must include to meet customer and statutory requirements, business processes and improvement.
    b) The student must identify any two clauses and provide the outline as provided in the benchmark below.

A sample answer is provided below.

> a)The standards provide a framework to assist organisations in establishing processes and policies to deliver services and provide products.
> The standards are used to:
> - help organisations provide products and services to meet the needs of customers
> - aid organisations to consistently provide products and services to meet customer expectations
> - assist organisations to comply with regulatory requirements
> - streamline business processes
> - increase business efficiency and reduces costs
> - improve communication within the organisation

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- improve its overall performance and competitiveness

ISO 9001:2015 Quality Management Systems is an international quality management system standard and benchmark that specifies the requirements for a quality management system when an organisation:

a) needs to demonstrate its ability to consistently provide products and services that meet customer and applicable statutory and regulatory requirements, and

b) aims to enhance customer satisfaction through the effective application of the system, including processes for improvement of the system and the assurance of conformity to customer and applicable statutory and regulatory requirements.

b)The student must identify and provide an outline of any two clauses from the following:

Clause 0–3: Scope	Clause 0 to 3 of ISO 9001:2015 describes requirements for a QMS including process requirements, and products and services requirements.
Clause 4: Context of the Organisation	Clause 4 of ISO 9001:2015 describes how the organisation must understand the external and internal factors that may affect its ability to achieve the desired results.
Clause 5: Leadership	Clause 5 of ISO 9001:2015 describes how the organisation's leaders must commit to the success of the management system, providing sufficient resources, ensuring the quality policy and objectives are in place, and clearly communicating roles, responsibilities and authorities clear.
Clause 6: Planning	Clause 6 of ISO 9001:2015 describes how planning must address actions to address risks and opportunities; quality objectives and how to achieve them; and change management.
Clause 7: Support	Clause 7 of the ISO 9001:2015 standard describes how the organisation must ensure sufficient resources are allocated to the quality management system, and carefully monitor their use and effectiveness.
Clause 8: Operation	Clause 8 of the standard describes how the organisation should plan, implement and control processes to meet requirements for providing its products and services.
Clause 9: Performance Evaluation	Clause 9 of the ISO 9001:2015 standard describes how the organisation must be able to demonstrate and verify process capability as specified by the customer's approval process requirements.
Clause 10: Improvement	The final clause of ISO 9001 requires a commitment to continuous improvement, including managing nonconformities, solving problems, error-proofing, and taking corrective action when required.

Question 3

In your own words, describe the six sigma methodology and its relationship to quality assurance.

Approximate word count: 50 - 60 words

Assessor instructions: Students must demonstrate knowledge of quality assurance six sigma methodology.

A sample answer is provided below.

Six sigma is a data-driven review process that improves business processes by limiting the probability of errors. Six sigma aims to identify and remove the causes of defects and minimise impact variability in manufacturing and business processes to ensure a quality, consistent product or service. Therefore, the outcome is a quality-assured process or product.

Question 4

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The following questions are about the cost-benefit analysis tool and method used in project quality management (PQM).

a) In your own words, explain what is a cost-benefit analysis.
   Approximate word count: 40 words
b) Explain why a project manager would use a cost-benefit analysis.
   Approximate word count: 50 – 60 words
c) List the steps to complete a cost-benefit analysis.
   Approximate word count: 80-90 words

Assessor instructions:

a) Students must demonstrate knowledge of the cost-benefit analysis tool by explaining what it is using their own words. Answers must be similar to the benchmark provided.
b) Students must explain the benefits of using a cost-benefit analysis, and answers must be similar to the benchmark provided.
c) Students must list the method to complete a cost-benefit analysis. The steps must be the same or similar to the benchmark provided.

A sample answer is provided below.

a) A cost-benefit analysis is a tool that can be used to assess the benefits and costs of a proposed project or different actions. It can be used to make decisions about what action to take or to compare other options.

b) The main benefit of using a cost-benefit analysis is that it provides an evidence-based approach to decision-making. It can help project managers and decision-makers weigh up different options and make informed decisions about which actions to undertake. This means that decisions are based on facts and data rather than hunches or gut feelings.

c) Steps include:
   1. Determine all potential costs associated with the project, including both monetary and non-monetary costs.
   2. Determine all of the potential benefits associated with the project or action to be taken. This includes both monetary and non-monetary benefits.
   3. Compare the costs and benefits to determine if the project or action is worth undertaking.
   4. Make sure to consider all relevant factors when conducting your analysis. This includes things like time frame, risks, and opportunity costs.
   5. Update your cost-benefit analysis as new information becomes available.

Question 5

The following questions are about cause and effect diagrams (or fishbone diagrams) used as part of quality assurance.

a) In your own words, explain the use of a cause-and-effect diagram.
   Approximate word count: 50 - 60 words
b) Explain the steps to develop a cause-and-effect diagram
   Approximate word count: 130 – 150 words

Assessor instructions:

a) Students must demonstrate knowledge of the cause and effect diagram by explaining what it is using their own words. Answers must be similar to the benchmark below.

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b) Students must list and explain each step to develop a cause-and-effect diagram. Answers must cover the four steps and information listed in the benchmark below.

A sample answer is provided below.

a) A **cause and effect diagram** is used to identify a problem's root cause, which is illustrated using a fishbone diagram. The head of the fish shows the effect, and the fish bones show the causes or possible causes that have contributed to the problem. This allows for the problem to be analysed to resolve issues.

b)

1. **Identify the problem**

Write down the problem. Be specific if you can, and identify:
- What is the problem?
- Who is involved?
- When did it occur?
- Where does it occur?

2. **Work out the major factors involved**

Identify the factors that may be part of the problem, such as:
- Structure
- Systems
- Shared values
- Skills
- Staff
- Product
- Place
- Price

You can either do this on your own and then ask for feedback or work with your team to thoroughly understand the contributing factors to the problem.
Instructions to create a fishbone diagram:
- Place the problem in the blue square
- Use the fish bones to identify the possible causes

3. **Identify possible causes**

For each possible cause of the problem, add shorter lines to elaborate on each of those causes.

4. **Analyse your diagram**

Review all of the possible causes of the problem identified in the diagram.

Question 6

The following questions are about Quality Management Plans (QMP).

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a) Explain what is a Quality Management Plan (QMP).
    Approximate word count: 50 - 60 words
b) List five items that may be included in a QMP.
    Approximate word count: 45 – 85 words

Assessor instructions:

a) Students must demonstrate knowledge of a Quality Management Plan. The PMBOK guide definition is a widely known source and can be directly copied, or students may provide a similar response using their own words.
b) Students must list five items. Any five items from the below benchmark (or similar wording) are acceptable.

A sample answer is provided below.

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a) The quality management plan *is a component of the* <u>*project management plan*</u> *that describes how applicable policies, procedures, and guidelines will be implemented to achieve the quality objectives. It describes the activities and resources necessary for the project management team to achieve the quality objectives set for the project (PMBOK® Guide—6th Edition, Page 286).*
b) Students must list any five items from the following list (or use similar wording)

- The approach being taken for quality management
- Details of the deliverables and the processes to be followed
- Applicable standards and industry or legal requirements
- How quality requirements will be defined for the deliverables and processes
- Risks identified related to quality and how quality issues will be resolved
- Quality management roles and responsibilities
- How and when work and process quality will be managed, for example, standards and requirements for deliverables and when reviews will be done for these standards
- How quality will be measured, metrics and measurements to be used, and the tolerances allowed
- Tools and techniques that will be used to manage quality
- How and when quality review and reporting will be carried out
- When and how quality will be controlled, for example, how the team will evaluate or test the deliverables
- Implementation checklist
- How defects will be prevented and corrected
- How quality improvement will be included
- Definitions specific to the project

Question 7

List the roles and responsibilities of quality management personnel according to clause 5.3 of the ISO 9001 standards.

Approximate word count: 90 - 100 words

Assessor instructions:

Students must demonstrate knowledge of the roles and responsibilities of quality management personnel according to the standards. This can be a direct copy and paste from clause 5.3, as shown in the benchmark below.

A sample answer is provided below.

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Question 8

Explain the Plan Do Check Act cycle and each step as part of a continuous improvement method.

Approximate word count: 80 - 90 words

Assessor instructions:
Students must demonstrate knowledge of the PDCA tool and method used for quality assurance.
A sample answer is provided below.

The Deming wheel, or cycle, of Plan-Do-Check-Act (PDCA) (*also known as Plan-Do-Study-Act [PDSA]*), is a quality improvement process for testing, analysing and gaining knowledge for continual improvement of a product, process or service.

Plan Describe the objective, change being tested, predictions, needed actions, and plan for collecting data.

Do - Implement the plan. Run the test. Describe what happens. Collect data

Check – Monitor and evaluate the plan implemented. Analyse data. Compare outcomes to predictions.

Act – Decide what is next. Make improvements and changes to start another cycle.

Question 9

Complete the table below to explain and describe the four steps in quality control.

Approximate word count: 80 - 90 words

Assessor instructions:
Students must demonstrate knowledge of quality control techniques and methods. The quality control step and description must match the sample answer provided below.

Quality control step	Description
Setting benchmarks	• Benchmarks determine required quality in terms of a trade-off between cost and quality. • Benchmarks may be set during quality planning (QP) and documented in the quality management plan (QMP).
Appraising conformance	• Regular testing, inspection, monitoring and evaluation are carried out to measure key characteristics of quality.
Acting when necessary	• If conformance appraisal shows deviation from benchmarks, corrective measures are taken.
Planning for improvements	• As control function significantly impacts quality, necessary plans must be formulated for better future quality control.

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Question 10

What is the purpose of quality inspection checklists?

Approximate word count: 40 – 45 words

Quality inspection checklists are used for several purposes, including:
- For suppliers: describing the quality standards and product requirements for third-party components and items
- For the project team: describing criteria for quality inspections and reviews carried out in the quality assurance phase

Question 11

In your own words, explain brainstorming and how it is conducted to seek solutions for continuous improvement.

Approximate word count: 80 – 90 words

Brainstorming: captures unfiltered ideas and input for later analysis and decision-making. Brainstorming allows others from diverse backgrounds and experiences to share their opinions. To begin the brainstorming process, present a problem and allow everyone to share their views. Explain to the group that no one can shut down ideas initially. In a group, generate a list of causes of a problem or solutions to a problem. The list can be created on a whiteboard or large paper that everyone can view. Evaluate the list and agree on the best ideas.

Question 12

In your own words, explain the three broad types of quality audits.

Approximate word count: 120 – 140 words

Process audit, which examines:
- Conformance to defined requirements such as temperature, accuracy, time, responsiveness, pressure and composition
- The resources used in making a product, the methods followed, the environment in which the process takes place and how performance is measured
- Effectiveness and adequacy of process controls documented in work instructions, procedures and process specifications and demonstrated in training, supervision etc.

Product audit, which examines:
- Whether a product or service conforms to requirements, including specifications, customer requirements or performance standards

System audit, which:

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•	Verifies that all elements of a QMS are effective and appropriate and have been documented and implemented as required
•	Evaluates an existing QMS against company policies, contract commitments and regulatory requirements
•	Verifies specific systems, including environmental systems, safety systems and food safety systems

Assessment submission checklist:
Students must have completed all questions within this assessment before submitting. This includes:

1	12 short answer questions to be completed in the spaces provided.	☐

Congratulations, you have reached the end of Assessment 1

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