BSBPMG422

Apply project quality management techniques

Assessment 1 of 3

Short Answer Questions

Assessor Guide

Assessment Instructions

Task overview

This assessment task consists of **ten (10)** 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:

- CBSA Project Quality Policy and Procedures (available on LMS)

Assessment Information

Submission

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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Question 1

In the table provided, identify the **five (5)** phases of DMAIC continuous improvement process and provide a brief description of what happens in each phase.

Assessor instructions: Student responses are likely to include different wording than the sample answer provided. However, the acceptable responses must:

- be within the specified word limit
- reflect the characteristics described in the exemplar answer
- identify the five (5) phases of DMAIC continuous improvement process and provide a brief description of what happens in each phase.

A sample answer is provided below.

DMAIC's phases [1 word]	Description [10-50 words]
Define	In this phase, the problem or opportunity for improvement is identified.
Measure	In this phase the team measures process performance by recording the activities performed as part of the process.
Analyse	In this phase, data collected in the previous phases are analysed to determine the root causes of variation and poor performance are determined.
Improve	In this phase the team addresses and eliminates the root cause by designing solutions to fix problems.
Control	When the desired outcome is achieved through the previous phases, the improvements are institutionalised so that the source of the excessive variation is eliminated. This phase is accompanied by a Control Plan to ensure that the outputs continue to be at an acceptable quality level.

Question 2

Identify the **four (4)** steps of the PDCA continuous improvement process and provide a brief description of each step.

Assessor instructions: Student responses are likely to include different wording than the sample answer provided. However, the acceptable responses must:

- be within the specified word limit
- reflect the characteristics described in the exemplar answer
- identify the four (4) steps of the PDCA continuous improvement process and provide a brief description of each step.

A sample answer is provided below.

Steps of the PDCA cycle [1 word]	Description [10-30 words]
Plan	Identify the problem (or opportunity) and come up with ideas (or hypotheses) for how to solve it.
Do	Trial or test the possible solutions on a small scale. This also involves the collection of data for analysis and measurement of progress as it happens.

| Check | Analyse the results of the test and decide if the solution was effective. |
| Act (or adjust) | Implement the solution on a wider scale if it was effective; adjust if partially effective or start again at step 1 to identify alternative solutions. Then repeat the cycle. |

Question 3

In the table below there are **three (3)** quality assurance processes listed. Provide a brief explanation of each and identify **three (3)** key requirements for each process that make the processes effective.

Assessor instructions: Student responses are likely to include different wording than the sample answer provided. However, the acceptable responses must:

- be within the specified word limit
- reflect the characteristics described in the exemplar answer
- provide a brief explanation of the three (3) quality assurance processes provided and identify three (3) key requirements for each process.

A sample answer is provided below.

Quality assurance process	Explanation (50-80 words)	Key requirements (3-15 words)
Quality audits	Quality audits are systematic reviews of project activities, processes, and systems to recognise their compliance with the quality requirements set in place. This process also takes place with the aid of experts who review the process and procedures and offer constructive feedback to rectify any issue or shortfall they discovered.	1. Qualified and impartial auditors 2. Defined audit scope and criteria 3. Detailed audit plan with realistic and agreed upon schedule Additional responses: • effective data collection and documentation • well-defined corrective and preventive actions
Quality planning	This process heavily relies on the quality standards and guidelines set in place in the quality plan. All quality assurance processes to be performed must be in conformance with the established quality policies and procedures. The initial quality management plan may be modified and updated according to the actual results of the quality assurance process.	1. Specific, measurable, achievable, relevant, and time-bound (SMART) quality objectives that align with customer needs and organisational goals. 2. Clearly defined standards and requirements 3. Detailed Quality Management Plan, including processes, resources and risk management. Additional response: • Identify quality control measures
Documenting and recording	Identified issues are usually reported via the issue register. As part of this process, an issue register should also include who the	1. Accuracy and completeness

	issue has been assigned to for resolution. Issues may also be raised informally through conversations, email messages, and phone calls or as part of regular team meetings. In all cases, it is crucial that as soon as an issue is identified, a team member must be assigned the responsibility of acting to resolve it.	2. Robust version control system
		3. accessibility and availability Additional responses: • consistency and standardisation • adherence with standards and regulatory requirements

Question 4

In your own words, briefly outline the key elements of an effective quality control process and explain how they ensure product quality and compliance with standards.

[Approximate word count: 40-50 words]

Assessor instructions: Student responses are likely to include different wording than the sample answer provided. However, the acceptable responses must:

- be within the specified word limit
- reflect the characteristics described in the exemplar answer
- outline the key elements of an effective quality control process and explain how they ensure product quality and compliance with standards.

A sample answer is provided below.

An effective quality control process includes activities such as incoming inspection, in-process monitoring, final inspection, statistical process control, and root cause analysis. These processes ensure product quality by detecting and addressing defects early, minimising variation, and implementing corrective actions to prevent recurrence.

Question 5

In your own words, briefly explain how quality control processes differ from quality assurance activities. In your response include how they collectively contribute to maintaining product quality and meeting customer expectations.

[Approximate word count: 40-50 words]

Assessor instructions: Student responses are likely to include different wording than the sample answer provided. However, the acceptable responses must:

- be within the specified word limit
- reflect the characteristics described in the exemplar answer
- explain how quality control processes differ from quality assurance activities. Responses must include how they collectively contribute to maintaining product quality and meeting customer expectations.

A sample answer is provided below.

Question 6

In your own words, briefly outline how can you define industry-related quality criteria for a project?

[Approximate word count: 30-50 words]

Assessor instructions: Student responses are likely to include different wording than the sample answer provided. However, the acceptable responses must:

- be within the specified word limit
- reflect the characteristics described in the exemplar answer
- outline how can you define industry-related quality criteria for a project.

A sample answer is provided below.

To define industry-related quality criteria for a project, analyse industry standards, relevant regulations, project initiation documentation, quality standards and customer expectations. Tailor criteria to project specifics, ensuring they align with industry norms and meet stakeholder requirements.

Question 7

In the following table write a brief description for each of the listed quality management tools and techniques and provide a workplace example of how they can contribute to quality improvement efforts.

Assessor instructions: Student responses are likely to include different wording than the sample answer provided. However, the acceptable responses must:

- be within the specified word limit
- reflect the characteristics described in the exemplar answer
- include a brief description for the listed quality management tools and techniques and provide an example of how they can contribute to quality improvement efforts.

A sample answer is provided below.

Quality management tool/technique	Description (20-50 words)	Example (30-60 words)
Fishbone diagram	Cause-and-effect diagrams, also known as Ishikawa or fishbone diagram, are useful for identifying risks and problems in quality management by tracing the problem back to its root cause. Once the root causes are determined, they can be	For example: In a manufacturing setting, a Fishbone Diagram can be used to identify potential causes of product defects. Categories such as equipment, process, people, materials, and environment can help pinpoint issues like machine

		malfunctions, human errors, or material quality issues.
	sorted into categories to aid in determining and developing an improvement plan to resolve the problem.	
Control charts	Control charts are used to study changes in a process. These are also useful in monitoring process stability and control of a particular project.	For example: In a software development project, Control Charts can be employed to monitor the number of defects found in each software release over time. By tracking this data, project managers can identify trends, such as an increase in defects, and take corrective actions to improve the development process.
Pareto diagrams	Pareto diagrams are graphical representations of the frequency of risks and problems and their cumulative effects in the process or system.	For example: In a customer service department, a Pareto diagram can be conducted on customer complaints to determine the most common issues. If, for instance, 80% of complaints are related to late delivery and 20% are about product quality, efforts can be prioritized to address delivery issues first to have the most significant impact on customer satisfaction.

Question 8

In your own words, briefly explain how quality standards influence different stages of the project life cycle, from initiation to closure. In your response include an example of how adherence to quality standards can impact project outcomes.

[Approximate word count: 50-60 words]

Assessor instructions: Student responses are likely to include different wording than the sample answer provided. However, the acceptable responses must:

- be within the specified word limit
- reflect the characteristics described in the exemplar answer
- include a brief explanation of how quality standards influence different stages of the project life cycle, from initiation to closure. The response must include an example of how adherence to quality standards can impact project outcomes.

A sample answer is provided below.

Question 9

Access and consult CBSA's Project Quality Policy and Procedures, then briefly summarise the principles that a project team at CBSA must follow to ensure delivering results.

[Approximate word count: 40-50 words]

Assessor instructions: Student responses are likely to include different wording than the sample answer provided. However, the acceptable responses must:

- be within the specified word limit
- reflect the characteristics described in the exemplar answer
- include a brief summary of the principles that a project team must follow at CBSA to ensure delivering results.

A sample answer is provided below.

The project team at CBSA must adhere to principles including customer focus, leadership commitment, continuous improvement, risk management, clear objectives, competence and training, communication, quality assurance, documentation, measurement, supplier management, customer feedback, and ethical considerations to ensure successful project delivery and meet stakeholder expectations.

Question 10

Access and consult CBSA's Project Quality Policy and Procedures, then explain CBSA's method for reviewing project outcomes at the completion of a project.

[Approximate word count: 50-60 words]

Assessor instructions: Student responses are likely to include different wording than the sample answer provided. However, the acceptable responses must:

- be within the specified word limit
- reflect the characteristics described in the exemplar answer
- include a brief explanation of CBSA's method for reviewing project outcomes at the completion of a project.

A sample answer is provided below.

Assessment checklist:

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

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

Congratulations, you have reached the end of Assessment 1!