

UNIVERSITY OF BOLTON
OFF CAMPUS DIVISION
INSTITUTE OF DEVELOPMENT MANAGEMENT
MSC PROJECT MANAGEMENT
SEMESTER 2 EXAMINATION 2018/19
QUALITY MANAGEMENT IN PROJECTS
MODULE NO: PRM7002

Date: 27th April 2019

Time: 3hours

Instructions to the Candidates:

There are SIX questions on this paper

Answer any FOUR questions

All questions carry equal marks

Question1

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Quality is based on nothing more and nothing less than a level of excellence agreed on between the customer and the supplier of the product. With examples of a particular project organisation, critically discuss the extent to which the EFQM enables attainment of agreed levels of excellence between the customer and the supplier.

Question 2

New approaches to Quality Management are often identified as focusing almost exclusively on process and neglecting the importance of the people involved. Analytically discuss this statement citing various approaches, and the extent to which the ISO approach to quality management addresses both processes and people.

Question 3

Geraldi, Kutsch and Turner (2011), identified eight project quality attributes which might make project quality become easier to achieve and maintain. You are appointed a Project Manager of the Kazungula Bridge between Botswana and Zambia. Analytically discuss how the eight quality attributes would be applied to that project.

Question 4

Quality must be understood from the customer's perspective. Discuss how the 7 quality tools could be used to ensure customer quality requirements are delivered in an IDM main campus building refurbishment project.

Question 5

Using a specific project as an example of your choice, discuss how quality could be managed through the processes of Quality planning, Quality assurance, Quality control and Quality improvement to attain project success.

Question 6

You are appointed the Quality Manager at the newly established Competition Authority. Discuss what the leadership role will be as a key driver of in achieving quality in the organisational initiatives. In addition identify common quality disablers, and suggest how they could be handled to ensure quality is achieved in the organisation's endeavours.

END OF QUESTIONS