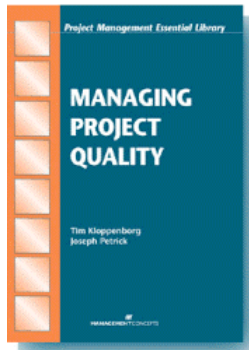


PMF Book Review



Book Title: Managing Project Quality

Authors: Timothy J. Kloppenborg and Joseph A. Petrick

Publisher: Management Concepts, Inc.

www.managementconcepts.com

Publication Date: 2002

Reviewer: Earl W. Crisp, D. P. A.

Review Date: February 2007

Introduction to the Book:

This is a specialty book of approximately 120 pages of analysis on project quality management and supports the narrative with detailed analysis including flow charts, activity matrix, project templates, 2 appendices, a topical index and a bibliography. The focus of the book on managing project quality is based on the perspective of how to simultaneously manage *both* projects and quality output. The book describes a logical and systematic adaptation for the use of quality tools and knowledge to meet the unique needs of projects.

Overview

After a brief review of the history of project management, the authors define four project quality pillars *of customer satisfaction, process improvement; fact based management, and empowered performance*. These four pillars provide the structure and tools that are treated in each stage of the five-stage project quality process model. The model identifies each individual element as follows: *project quality initiation, project quality planning, project quality assurance, project quality control, and project quality closure*. The authors then provides an integrated **project quality activity matrix** that displays the interaction between the four pillars and the five-stages of the project model.

Each one of the five-stages is essential as they separately and collectively guide the project outcomes to a desired level of success. The activities performed in each level and help identify those activities that are difficult, thus creating challenges to core project management activities and outcomes. The authors are of the opinion that many project managers and team members are not aware of the importance of each stage including the critical activities that occur within each stage. The authors recognize that each stage is most often dependent on the others and if one stage appears to be weak, then it can dramatically affect all the other stages and can negatively affect the quality of the overall project commitment and resulting outcomes.

The *conceptual domain of quality management* is based on historical expectations of builders and architects. Quality is defined as "the totality of characteristics of an entity that bear on its ability to satisfy stated or implied needs." When compared to the PMBOK Guide, the term *grade* is "a category or rank given to entities having the same functional use but different technical characteristics". The mix of *quality* and *grade* is the responsibility of the project manager and his/her team.

The authors describe typical quality expectations for the *manufacturing sector* and the for the *service sector*. Since meeting or exceeding customer expectations by conforming to system design and specifications, the authors also provide an analytical framework by developing a performance grid that depicts relative parameters of achieved quality with respect to meeting customer expectations. The authors further describe the cost of poor quality and categorize all three areas as **prevention, appraisal and failure costs**.

The *conceptual domain of project management* is defined in the PMBOK Guide as "temporary endeavors undertaken to create a unique product or service". The authors also combine the roles of internal and external stakeholders along with project customers to mean **key project stakeholders**. These are the people who must be satisfied in order for the first *pillar* to be established. By the team satisfying as many stakeholders as possible it may well avoid unwarranted disruption of the project.

The appendices provide a Participant Empowerment Readiness Assessment (PERA) for use as a 360 degree personal or team assessment and an Ethical Work Culture Assessment (EWCA) for determining the perceived level of moral development within the organization and in particular for the project team. These two instruments can be very useful whenever a project manager needs to assess the environment in which he or she needs to work. These instruments will help match output expectations with the attitude and culture of the organization and will help identify the team's capabilities in moving the project from initiation to the next levels until the end results can be assessed.

Shortfalls – what was missing

The focus of the book is on managing quality and it specifically targets traditional projects that tend to be short in nature and not ongoing. The book does provide a roadmap and tools for managing project quality however, the authors make the assumption that the tools, techniques and concepts can be easily adapted to ongoing projects. This may be true in theory, but an ongoing case study template in the appendix section would provide the reader with greater confidence that the book does indeed meet the criteria for managing in the long term.

Who might benefit from the book

The authors target four primary audiences: practicing project professionals, practicing quality professionals, academic and consulting practitioners, and students interested in managing quality projects. I would like to add that professionals who

work with strategic management projects and programs could benefit from this book. The concepts and templates presented could readily be adapted to the works of authors such as Porter's Five Forces Model or Ansoff's Turbulence Matrix Model. Both of these models are part of the mainstream in academic and professional circles and a book such as this on managing project quality would provide excellent research support and effective application techniques that are often omitted in strategic management textbooks.

Conclusion:

The authors made an excellent presentation through their organization of elements, concepts and activities. The development of the **project quality activity matrix** that displays the four project quality pillars of *customer satisfaction, process improvement, fact-based management, and empowered performance* that integrate and interact with the five-stage elements of *project quality initiation, project quality planning, project quality assurance, project quality control, and project quality closure*. The authors provided templates of a detailed flowchart that links Chapters 2 through 6, and provides a visual depiction of how the process and factors interact with the four pillars in a step-wise process.

The authors captured the key perspectives on how ensure quality results when a project manager is responsible for meet the expectations for sponsors and stakeholders. The book also provides basic examples of a scope and charter along with a template for a kick-off meeting that highlights the time schedule and includes discussion items, tasks, responsibility assignments, and an example for recording the meeting minutes. Their analysis enhances the PMBOK and is a very useful guide for seeing a project through from initiation to closure. I would highly recommend this book for anyone who has the opportunity to lead a project team regardless whether or not a high level of quality is needed or desired. Following the authors' recommendations for developing the project quality activity matrix and using the detailed flowcharts will be a significant benefit to any project manager for controlling and monitoring the quality of the project to ensure the customer and stakeholders are completely satisfied.

About the Reviewer:



Earl W. Crisp, D.P.A.



Earl W. Crisp, D. P. A., - is employed by the U. S. Department of Education, Post Secondary Education for Eligibility and Oversight of Guarantors, Lenders and Servicers. He is also an adjunct instructor for the Management Department at the University of Texas at Arlington and for the College of Business at Dallas Baptist University. He is a former Navy C-130 pilot and he enjoyed collateral assignments in Administration, Training, Quality Assurance, and Human Resources. His Doctorate in Public Administration is from the University of La Verne and his M. S. in Management is from Troy University. He is a certified mediator, private pilot and radio announcer. He is completing his Project Management Professional training in the Executive Management Program at the University of Texas at Dallas.