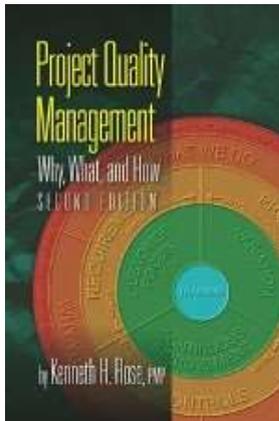


## PM WORLD BOOK REVIEW



Book Title: ***Project Quality Management: Why, What and How, 2<sup>nd</sup> Ed.***

Author: **Kenneth H. Rose, PMP**

Publisher: J. Ross Publishing

List Price: \$37.95                      Format: Paperback – 224 Pages

Publication Date: 2014              ISBN: ISBN-13:978-1-60427-102-7

Reviewer: **Paul L. Smith, PMP**

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### Introduction

Kenneth H. Rose anchors Quality using the triple constraint as the background, Time, Cost and Scope. Quality is the 4<sup>th</sup> element or equal among the other 3 closely related to the “Scope” side of the Triangle. Scope is the attribute that the Customer receives in the end product or service. Time and Cost are important but the activities or Scope drive the direction of the project or product. The Quality foundation is formed into the base of projects through Scope, the 4<sup>th</sup> element, Quality is *planned* into the process not *inspected* in. Thus the title – Project Quality Management – Why, What and How follows as a good title and guide to understanding the driving forces behind Project Management.

### Overview of Book’s Structure

The book chronologically is well laid out.

**Section 1 – Quality Foundations** including the definition and how it fits into project management structure. Includes the history of the pioneers, references to ISO and short explanations of six- sigma and criteria for the Malcom Baldrige National Quality Award.

**Section 2 – Quality Management** going deep in the Customer interface with Quality Planning and Quality Assurance defined providing the reader in this section the series of events, Customers, Requirements, Specifications, QA Activities, QA Plan to Quality Control circling back to Specifications. This leads the reader to the ultimate in Kaizen reasoning – Plan, Do, Check, Act and Quality Control.

**Section 3 – Tools for Managing Project Quality**, Data collection, charts all the tools one would/could be tested on in the PMP exam. i.e. Pareto charts, Histograms and Scatter diagrams with definitions and detailed explanations. Section ends with analyzing the data, solving project problems then aligning to common project practices.

**Section 4 – Quality in Practice.** Starts out (in detail) Dr. Deming's Red Bead Experiment, in which random workers using a paddle to scoop up beads (avoiding red beads) but the system is set up with 20 % Red Beads and 80 percent white beads (preferred) as stated the worker will try to avoid the read beads but ultimately over 5 attempts fashioned to reflect 5 work days the percentage is at best ~ 10 percent red. The point is to fix the "system" not blame the worker. Plan or fix the System up stream not expect that quality will be *inspected* into the process while being assembled or worked.

## Highlights

Book reads well and has some gems of knowledge and classroom mechanics. At the end of most chapters are 3 closing sections that lend themselves to discussion and classroom interactions. "**Points to Ponder**" reinforces the reading material with straight forward questions on the concept or teaching in the section example ... "What is purpose of cause and effect diagrams?", a section on "**Exercises**" to use the tools/learnings and lastly some chapters provide "**References**" and one will find a tie into the Project Management Body of Knowledge or PMBOK guide.

## Highlights: What I liked!

The historical perspective with empirical examples of how Quality is planned in and not inspected in was key and my favorite. The focus early in the book on the Customer and Customer Requirements leading to Specifications, QA Activities, QA Plan Then Quality Control circling back to Specifications is that Kaizen loop. This loop was remarkably well written, described being a closed loop corrective action sequence. This grouping really reflects the Scope section in the PMBOK guide, with a Scope Plan then "Collect Requirements" leading to specific Specifications that are guarded by QA Activities, the QA Plan and Control of the Specifications in Quality Control.

## Who might benefit from the Book?

Students both Academically and in the workplace or a Business would benefit from this book. The student looking for a condensed version on Quality within Project Management to supplement their study for the PMP exam would benefit greatly. I could see Kenneth H. Rose giving a seminar at the work place for Project Teams and zeroing in on concepts of Continuous Improvement (Kaizen) in a one to two-day session. Exercises could be tailored to the specific business environment.

## Conclusion

A very detailed oriented book for not only beginning students of Project Management but also Leaders looking to educate and drive home the purpose and process for a quality focus in their company. The book could be a great asset to a company wanting to anchor their Quality Policy to a greater established end. A company could communicate their "core competencies" and Customer base while driving home the processes that separate them from other companies.

For more about this book, go to: <http://www.jrosspub.com/project-quality-management-second-edition.html>

*Editor's note: This book review was the result of a partnership between the publisher, PM World and the [PMI Dallas Chapter](#). Authors and publishers provide the books to PM World; books are delivered to the PMI Dallas Chapter, where they are offered free to PMI members to review; book reviews are published in the PM World Journal and PM World Library. PMI Dallas Chapter members can keep the books as well as claim PDUs for PMP recertification when their reviews are published. Chapter members are generally mid-career professionals, the audience for most project management books. If you are an author or publisher of a project management-related book, and would like the book reviewed through this program, please contact [editor@peworldjournal.net](mailto:editor@peworldjournal.net).*

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## About the Reviewer



### **Paul L. Smith, PMP**

North Texas, USA



**Paul L. Smith, PMP** recently retired from Abbott Laboratories as a Project Manager supporting Clinical Chemistry Research & Development. Paul has been involved in project management for over 10 years. He currently supports the PMI Dallas Chapter's Educational committee as an instructor for the Scope Team (PM 202) class. Paul can be contacted at [psmith0830@gmail.com](mailto:psmith0830@gmail.com).