

信管网资料

信息系统项目管理师项目质量管理（中英文对照）知识

Project Quality Management includes the processes required to ensure that the project will satisfy the needs for which it was **undertaken**. It includes “all activities of the overall management function that determine the quality policy, objectives, and responsibilities and implements them **by means** such as quality planning, quality control, quality assurance, and quality improvement, within the quality system”. Figure 8-1 provides an overview of the following major project quality management processes:

项目质量管理包括项目满足其需求所需的过程。它包括“确定质量方针、目标和职责并在质量体系通过诸如质量计划、质量保证和质量改进等方法实施的整个管理职能的全部活动”。图 8-1 为项目质量管理过程提供了一个概述：

8.1 Quality Planning—identifying which quality standards are **relevant to** the project and determining how to satisfy them.

质量计划—确定项目相关的质量标准并决定如何满足它们。

8.2 Quality Assurance—evaluating overall project performance on **a regular basis** to provide confidence that the project will satisfy the relevant quality standards.

质量保证—定期评价整个项目的执行情况，提供项目满足相关质量标准的信心。

8.3 Quality Control—monitoring specific project results to determine if they comply with **relevant** quality standards and identifying ways to **eliminate** causes of unsatisfactory performance.

质量控制—监控具体的项目结果，确定其是否满足相关的质量标准，确定消除导致不满意执行情况原因的方法。

These processes interact with each other and with the processes in the other knowledge areas as well. Each process may involve effort from one or more individuals or groups of individuals based on the needs of the project. Each process generally occurs at least once in every project phase.

这些过程相互之间以及同其它知识领域的过程交互作用。每个过程包含了基于项目需求的个人或集体的努力。每个过程在每个项目阶段一般至少发生一次。

Although the processes are presented here as **discrete** elements with well-defined interfaces, in practice they may overlap and interact in ways not detailed here. Process interactions are discussed in detail in Chapter 3, Project Management Processes.

尽管这里描述的过程有定义很好的接口，并且是独立、离散的要素，实际上它们以这里未描述的方式重叠和交互作用。第 3 章中详细讨论过程的交互作用。

The basic approach to quality management described in this section is intended to **be compatible with** that of the international Organization for Standardization (ISO) as detailed in the ISO 9000 and 10000 series of standards and guidelines. This generalized approach should also be compatible with (a) proprietary approaches to quality management such as those recommended by Deming, Juran, Crosby, and others, and (b) **non-proprietary approaches** such as Total Quality Management (TQM), Continuous Improvement, and others.

本部分描述的质量管理的基本方法同国际标准化组织（ISO）的兼容，后者以 ISO9000 和 10000 系列标准和指南形式详述。这个普遍的方法同样也兼容于(a)质量管理的专利方法，例如 Deming, Juran, Crosby 以及其它人推荐的一些方法，(b)非专利方法，例如全面质量管理（TQM）、持续改进等。

Project quality management must address both the management of the project and the product of the project. Failure to meet quality requirements in either **dimension** can have serious negative consequences for any or all of the project Stakeholders. For example:


项目质量管理必须涉及项目管理和项目产品这两个部分。如任何一个没有满足项目利害关系者的要求均会造成严重的消极后果。例如:

- Meeting customer requirements by **overworking** the project team may produce negative consequences in the form of increased employee **turnover**.

通过让项目队伍加班来达到顾客要求可能以增加雇员更新的形式产生消极后果。

- Meeting project schedule objectives by rushing planned quality inspections may produce negative consequences when errors go **undetected**.

通过使用计划的突击质量检查方式来达到项目进度目标可能在错误没有被发现的情况下产生消极后果。

Quality  is “the totality of characteristics of an entity that bear on its ability to satisfy stated or **implied needs**”. A critical aspect of quality management in the project context is the necessity to turn implied needs into stated needs through project scope management, which is described in Chapter 5. 质量是: “反映一个实体满足明确和隐含需要能力的特征的总和”。在项目领域内, 质量项目的一个关键方面是通过项目范围管理(第5章)把隐含的需要转变为明确的需要。

The project management team must be careful not to confuse quality with grade. Grade is “a category or rank given to **entities** having the same functional use but different requirements for quality”. Low quality is always a problem; low grade may not be. For example, a software product may be of high quality (no obvious bugs, readable manual) and low grade (a limited number of features), or of low quality (many bugs, poorly organized user documentation) and high grade (numerous features). Determining and delivering the required levels of both quality and grade are the responsibilities of the project manager and the project management team.

项目管理队伍必须注意不能将质量同等级混淆。等级是“对功能用途相同但质量要求不同的实体所作的分类和排序”。质量低常成为一个问题, 但等级低则不是。例如, 一个软件产品可能是高质量(无明显错误, 可读性好的用户手册)和低等级的(有限的功能), 或者低质量(有许多错误, 组织得很差的 用户手册)和高等级的(许多功能)。确定和传达所需的质量及等级水平是项目经理和项目管理队伍的责任。

相关图片如下

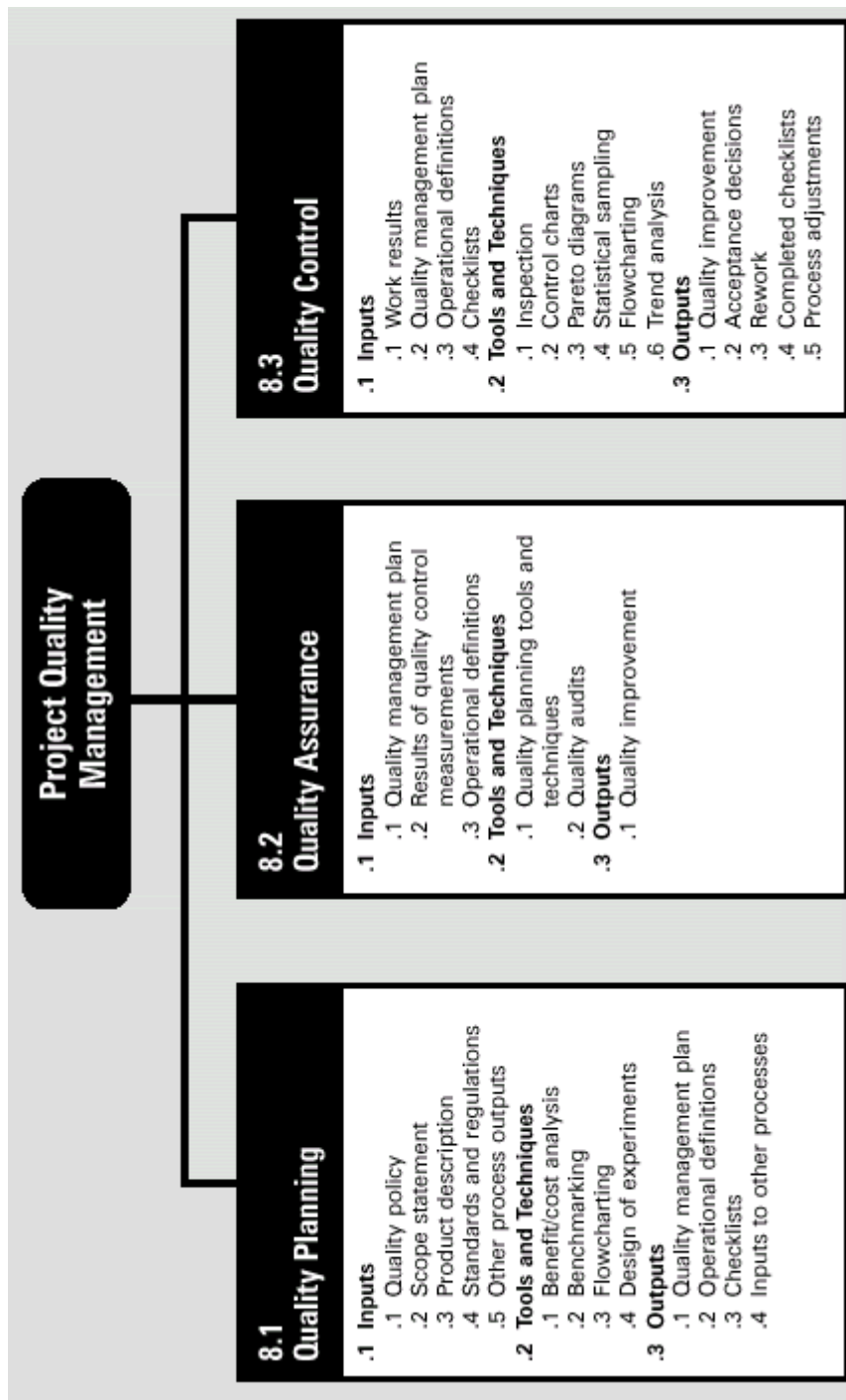


Figure 8-1 Project Quality Management Overview

The project management team should also be aware that modern quality management **complements** modern project management. For example, both disciplines recognize the importance of:

项目管理队伍同样必须清晰现代质量管理是对现代项目管理的补充，两者均承认下面内容的重要性：

- Customer satisfaction—understanding, managing, and influencing needs so that customer expectations are met or exceeded. This requires a combination of **conformance** to specifications (the project must produce what it said it would produce) and fitness for use (the product or service produced must satisfy real needs).

顾客满意—理解、管理和影响需求从而达到或超过顾客的期望。这需要符合规范（项目必须生产出其承诺的产品）和适合使用（产品或服务必须满足实际需要）的组合。

- Prevention over inspection—the cost of avoiding mistakes is always much less than the cost of correcting them.

防止跳过检查—避免错误的费用总是大大小于纠正错误的费用。

- Management responsibility—success requires the participation of all members of the team, but it remains the responsibility of management to provide the resources needed to succeed.

管理职责—成功需要队伍所有成员的参与，但提供成功所需资源是管理的职责。

- Processes within phases—the repeated plan-do-check-act cycle described by Deming and others is highly similar to the combination of phases and processes discussed in Chapter 3, Project Management Processes.

阶段内过程—Deming 描述的“计划-执行-检查-措施”（PDCA）循环以及类似于第 3 章（项目管理过程）描述的阶段和过程的组合。

In addition, quality improvement **initiatives** undertaken by the performing organization (e.g., TQM, Continuous Improvement, and others) can improve the quality of the project management as well as the quality of the project product.

另外，执行组织主动采取质量改进（例如，TQM、持续改进等）不仅能提高项目管理的质量，也可提高项目产品质量。

However, there is an important difference that the project management team must be acutely aware of—the temporary nature of the project means that investments in product quality improvement, especially **defect** prevention and **appraisal**, must often be borne by the performing organization since the project may not last long enough to **reap the rewards**.

但是，项目管理队伍必须清楚知道一个重要的区别—项目的临时性意味着对产品质量改进的投资，特别是缺陷的预防和评估，必须由执行组织承担，因为项目可能不会持续到获得回报的时候。