

ISO 10006:2017-11 (E)

Quality management - Guidelines for quality management in projects

Contents		Page
Foreword		v
Introduction		vi
1	Scope	1
2	Normative references	1
3	Terms and definitions	1
4	Quality management systems in projects	3
4.1	Context and characteristics of the project	3
4.1.1	General	3
4.1.2	Organizations	4
4.1.3	Phases and processes in projects	4
4.1.4	Project management processes	4
4.2	Quality management principles	5
4.3	Project quality management processes	5
4.4	Quality plan for the project	5
5	Management responsibility in projects	6
5.1	Top management commitment	6
5.2	Strategic process	6
5.2.1	Application of quality management principles through the strategic process	6
5.2.2	Customer focus	6
5.2.3	Leadership	7
5.2.4	Engagement of people	7
5.2.5	Process approach	7
5.2.6	Improvement	8
5.2.7	Evidence-based decision making	8
5.2.8	Relationship management	9
5.3	Management reviews and progress evaluations	9
5.3.1	Management reviews	9
5.3.2	Progress evaluations	9
6	Resource management in projects	10
6.1	Resource-related processes	10
6.1.1	General	10
6.1.2	Resource planning	11
6.1.3	Resource control	11
6.2	Personnel-related processes	11
6.2.1	General	11
6.2.2	Establishment of the project organizational structure	12
6.2.3	Allocation of personnel	12
6.2.4	Team development	13
7	Product/service realization in projects	13
7.1	General	13
7.2	Interdependent processes	13
7.2.1	General	13
7.2.2	Project initiation and project management plan development	14
7.2.3	Interaction management	15

7.2.4	Change management	15
7.2.5	Process and project closure	16
7.3	Scope-related processes	16
7.3.1	General	16
7.3.2	Concept development	17
7.3.3	Scope development and control	17
7.3.4	Definition of activities	17
7.3.5	Control of activities	17
7.4	Time-related processes	18
7.4.1	General	18
7.4.2	Planning of activity dependencies	18
7.4.3	Estimation of duration	18
7.4.4	Schedule development	18
7.4.5	Schedule control	19
7.5	Cost-related processes	19
7.5.1	General	19
7.5.2	Cost estimation	20
7.5.3	Budgeting	20
7.5.4	Cost control	20
7.6	Communication-related processes	21
7.6.1	General	21
7.6.2	Communication planning	21
7.6.3	Information management	21
7.6.4	Communication control	22
7.7	Risk-related processes	22
7.7.1	General	22
7.7.2	Risk identification	23
7.7.3	Risk assessment	23
7.7.4	Risk treatment	23
7.7.5	Risk control	24
7.8	Procurement processes	24
7.8.1	General	24
7.8.2	Procurement planning and control	24
7.8.3	Documentation of procurement requirements	25
7.8.4	External provider management and development	25
7.8.5	Contracting	25
7.8.6	Contract control	25
8	Measurement, analysis and improvement in projects	26
8.1	General	26
8.2	Measurement and analysis	26
8.3	Improvement	26
8.3.1	Improvement by the originating organization	26
8.3.2	Improvement by the project organization	27
Annex A (informative) Overview of processes for quality management in projects		28
Annex B (informative) Cross reference matrix between this document, ISO 9001:2015 and ISO 21500:2012		31
Bibliography		34