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ФИО: Максимов Алексей Борисович
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MINISTRY OF SCIENCE AND HIGHER EDUCATION OF THE RUSSIAN FEDERATION

Federal State Autonomous Educational Institution of Higher Education

"Moscow Polytechnic University"

APPROVE
Vice-President
for International Affairs
_____ /Yu.D. Davydova/
"16" 02 2023

Dean of the Faculty
of Economics and Management
_____ /A.V. Nazarenko/
"02" 02 2023

WORKING PROGRAM OF THE DISCIPLINE

"Quality Management"

Field of study
38.03.02 Management

Educational program (profile)
"Business Process Management"

Qualification (degree)
Bachelor

Form of study
Half-time

Moscow 2023

Developer(s):

Senior lecturer of the Department "Management"  / I.S. Koshel/

Agreed:
Head of the Department "Management",
Candidate of Economics, Associate Professor  /E.E. Alenina/

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1. Goals, objectives and planned learning outcomes in the discipline

The main goals of mastering the discipline "Quality Management" should include: the formation of a holistic systemic understanding of the theory and practice of quality management among students, the need to use these achievements in all areas of organizations, regardless of their industry affiliation, as well as skills and abilities in the field of quality management products, services, works, activities of domestic enterprises and organizations.

The main objectives of mastering the discipline "Quality Management" should include:

- master the basic categorical apparatus of social security law;
- study the current legislation on pensions and benefits;
- to form students' special knowledge on the types of pensions and benefits in the Russian Federation, the principles of establishment;
- to develop in students the ability and skills of application in practical activities
- acquired knowledge and norms of social security law to solve specific problems;
- to reveal the general provisions of social security in the Russian Federation.

Training in the discipline "Quality Management" is aimed at developing the following competencies in students:

Code and name of competencies	**Competence achievement indicators**
PK-4. Capable of preparing for implementation, monitoring parameters and evaluating the success of changes in the organization	**IPK-4.1.**Knows visual modeling languages; collection, analysis, systematization, storage and maintenance of business analysis information; information technologies (software) used in the organization, to the extent necessary for the purposes of business analysis; systems theory; the subject area and the specifics of the organization's activities in an amount sufficient to solve the problems of business analysis; theory of interpersonal and group communication in business interaction; conflict theory; methods, techniques, processes and tools for requirements management; theory of risk management; organization planning methods; methods and techniques for determining indicators for assessing the current or desired state of the organization; methods for evaluating the effectiveness of decisions. **IPK-4.2.**Can plan, organize and conduct meetings and discussions with stakeholders; identify, register, analyze and classify risks and develop a set of measures to minimize them; present business intelligence information in a variety of ways and formats for discussion with stakeholders; apply information technology to the extent necessary for the purposes of business analysis; analyze internal (external) factors and conditions, affecting the activities of the organization; analyze the degree of stakeholder involvement; explain the need for business analysis work; make changes in accordance with the chosen solution; assess the readiness of the organization to change in accordance with the chosen solution; develop indicators and assess the state of the organization; evaluate the business feasibility of implementing the solution in terms of the selected target indicators; analyze the activities of the organization; to model the scope and boundaries of work; collect, classify, systematize and ensure the storage and updating of business analysis information; formalize the results of business analysis in accordance with the chosen approaches; analyze stakeholder requirements in terms of quality criteria, determined by the chosen approaches; to analyze the subject area; analyze the requirements for the solution in terms of quality criteria determined by the chosen approaches; evaluate the effectiveness of the solution in terms of the selected criteria. **IPK-4.3.**Have the skills to analyze the organization's readiness for change; development and implementation of measures to prepare the organization for changes; monitoring ongoing changes in terms of achieving the developed target indicators of the solution; management of interaction with stakeholders (satisfaction, degree of involvement); management of risks caused by ongoing changes in the organization; analysis and evaluation of the effectiveness of the implemented solution; analysis of the causes and development of ways to improve the solution in case the solution does not achieve the set business goals; analysis and development of ways to adapt the organization to use the new solution.

2. The place of discipline in the structure of the educational program

The discipline refers to the mandatory part of block B1 "Disciplines (modules)".

The discipline "Quality Management" is interconnected logically and content-methodologically with the following disciplines and practices of the EP:

- Project activity
- Sales management
- Process management
- Consulting management

3. Structure and content of the discipline

The total labor intensity of the discipline is 4 credit(s) unit(s) (144 hours).

3.1 Types of educational work and labor intensity

(according to the forms of education)

3.1.1. Half-time education

No. p / p	Type of study work	Quantity hours	Semesters	
			4	
1	**Auditory lessons**	**18**	**18**	
	Including:			
1.1	Lectures	8	8	
1.2	Seminars/practical classes	10	10	
2	**Independent work**	**126**	**126**	
3	**Intermediate certification**			
	Pass/Differential Pass/Exam	**pass**	pass	
	Total	**144**	144	

3.2 Thematic plan for studying the discipline

(according to the forms of education)

3.2.1. Half-time education

No. p/p	Sections/topics disciplines	Labor intensity, hour					
		Total	Classroom work				Independent work
			Lectures	Seminar / practical training	Laboratory studies	Practical training	
1.1	Topic 1. Management and leadership in quality management		1	1			14
1.2	Topic 2. Philosophy and foundations of quality		1	1			14
1.3	Topic 3. Elements of a quality management system		1	1			14
1.4	Topic 4. Designing products, processes and services in quality management		1	1			14

1.5	Topic 5. Control of products and business processes in quality management		1	1			14
1.6	Topic 6. Continuous improvement in quality management		1	1			14
1.7	Topic 7. Waste reduction		1	1			14
1.8	Topic 8. Waste reduction		1	1			14
1.9	Topic 9. Quality management risks			2			14
	Total		**8**	**10**			**126**

3.3 The content of the discipline

Topic 1 Formation of the foundations of social policy
Topic 2 Goals and objects of state social policy
Topic 3 The social structure of modern society
Topic 4 National models of state social policy
Topic 5 Social policy as a basis for the development of the state
Topic 6 Social transformation: trends and features
Topic 7 Social problems and social risks
Topic 8 The main directions of the social policy of the state in the Russian Federation
Topic 9 Ways to analyze the results of the social policy of the state

3.4 Topics of seminars / practical and laboratory classes

3.4.1. Seminars/practical classes

Topic 1 Formation of the foundations of social policy	Workshop 1
Topic 2 Goals and objects of state social policy	Workshop 2
Topic 3 The social structure of modern society	Workshop 3
Topic 4 National models of state social policy	Workshop 4
Topic 5 Social policy as a basis for the development of the state	Workshop 5
Topic 6 Social transformation: trends and features	Workshop 6
Topic 7 Social problems and social risks	Workshop 7
Topic 8 The main directions of the social policy of the state in the Russian Federation	Workshop 8
Topic 9 Ways to analyze the results of the social policy of the state	Workshop 9

4. Educational, methodological and information support

4.1 Main literature

1. Vasin, S. G. Quality management. General approach: a textbook for undergraduate and graduate students / S. G. Vasin. - Moscow: Yurayt Publishing House, 2019. - 404 p. — (Bachelor and Master. Academic course). - ISBN 978-5-9916-3739-8. — Text: electronic // Educational platform Urayt [website]. - url:https://urait.ru/bcode/425062.

4.2 Additional literature

1. Staroverova, K. O. Management. Management efficiency: textbook for universities / K. O. Staroverova. — 2nd ed., corrected. and additional - Moscow: Yurayt Publishing House, 2021. - 269 p. - (Higher education). - ISBN 978-5-534-09017-8. — Text: electronic // Educational platform Urayt [website]. — URL: https://urait.ru/bcode/471203

4.3 Electronic educational resources

Electronic educational resource for the discipline is being developed.

5. Logistics

Audience for lectures and seminars of the general fund. Training tables with benches, classroom board, portable multimedia complex (projector, projection screen, laptop). Teacher's workplace: table, chair.

6. Guidelines

6.1 Methodological recommendations for the teacher on the organization of training

A presentation (from the English word - presentation) is a set of color slide pictures on a specific topic, which is stored in a special format file with the PP extension. The term "presentation" (sometimes called "slide film") is associated primarily with the information and advertising functions of pictures that are designed for a certain category of viewers (users).

In order for the presentation to be well perceived by the audience and not cause negative emotions (subconscious or completely conscious), it is necessary to follow the rules for its design.

The presentation involves a combination of information of various types: text, graphics, musical and sound effects, animation and video clips. Therefore, it is necessary to take into account the specifics of combining fragments of information of various types. In addition, the design and demonstration of each of the listed types of information is also subject to certain rules. So, for example, for textual information, the choice of font is important, for graphic information - brightness and color saturation, for their best joint perception, optimal relative position on the slide is necessary.

In addition to the correct arrangement of text blocks, one must not forget about their content - the text. In no case should it contain spelling errors. You should also take into account the general rules for formatting the text.

After creating a presentation and its design, you need to rehearse its presentation and your performance, check how the presentation will look like as a whole (on a computer screen or projection screen), how quickly and adequately it is perceived from different audience locations, under different lighting conditions, noise accompaniment, in an environment as close as possible to the real conditions of the performance.

6.2 Guidelines for students on mastering the discipline

Lecture - a systematic, consistent, monologue presentation by the teacher of educational material, as a rule, of a theoretical nature. When preparing a lecture, the teacher is guided by the

working program of the discipline. In the course of lectures, it is recommended to take notes, which will later allow you to recall the studied educational material, supplement the content during independent work with literature, and prepare for the exam.

You should also pay attention to categories, formulations that reveal the content of certain phenomena and processes, scientific conclusions and practical recommendations, positive experience in oratory. It is advisable to leave fields in the working notes on which to make notes from the recommended literature, supplementing the material of the lecture heard, as well as emphasizing the particular importance of certain theoretical positions.

Lecture conclusions summarize the teacher's reflections on educational issues. The teacher provides a list of used and recommended sources for studying a particular topic. At the end of the lecture, students have the opportunity to ask questions to the teacher on the topic of the lecture. When lecturing on the discipline, electronic multimedia presentations can be used.

Guidelines for students when working at the seminar

Seminars are implemented in accordance with the working curriculum with consistent study of the topics of the discipline. In preparation for the seminars, the student is recommended to study the basic literature, get acquainted with additional literature, new publications in periodicals: magazines, newspapers, etc. In this case, the recommendations of the teacher and the requirements of the curriculum should be taken into account. It is also recommended to refine your lecture notes by making appropriate entries in it from the literature recommended by the teacher and provided by the curriculum. Abstracts should be prepared for presentations on all educational issues submitted to the seminar.

Since the student's activity in seminars is the subject of monitoring his progress in mastering the course, preparation for seminars requires a responsible attitude. In interactive classes, students should be active.

Guidelines for students on the organization of independent work

Independent work of students is aimed at independent study of a separate topic of the academic discipline. Independent work is mandatory for each student, its volume is determined by the curriculum. During independent work, the student interacts with the recommended materials with the participation of the teacher in the form of consultations. To perform independent work, methodological support is provided. The electronic library system (electronic library) of the university provides the possibility of individual access for each student from any point where there is access to the Internet.

7. Evaluation fund

7.1 Methods for monitoring and evaluating learning outcomes

Competence level indicator

Quality management					
FGOS VO 38.03.02 "MANAGEMENT"					
In the process of mastering this discipline, the student forms and demonstrates the following **competencies**:					
COMPETENCES		**List of components**	**Competence formation technology**	**Assessment Tool Form****	**Degrees of levels of development of competencies**
INDEX	**FORMULATION**				
PK-4	Capable of preparing for implementation, monitoring parameters and evaluating the	**IPK-4.1.**Knows visual modeling languages; collection, analysis, systematization,	lecture, independent work, seminars	DS, T, Z	**A basic level of** - has the skills to work with regulatory documentation and methods for assessing the financial position of the

	success of changes in the organization	storage and maintenance of business analysis information **IPK-4.2.**Can plan, organize and conduct meetings and discussions with stakeholders; identify, register, analyze and classify risks and develop a set of measures to minimize them; **IPK-4.3**. Have the skills to analyze the organization's readiness for change; development and implementation of measures to prepare the organization for changes			enterprise, the profitability of projects, the degree of risk; - has the skills to work with models for predicting the probability of bankruptcy at the enterprise. **Enhanced level** - has the skills to work with regulatory documentation and methods for assessing the financial position of the enterprise, the profitability of projects, the degree of risk; - has the skills to work with models for predicting the probability of bankruptcy at the enterprise. The student is able to apply these skills in new non-standard situations (when analyzing emerging risks).

7.2 Scale and criteria for evaluating learning outcomes

Scales for assessing the results of intermediate certification and their description:

Form of intermediate attestation: test.

Intermediate attestation of students in the form of a test is carried out based on the results of the implementation of all types of educational work provided for by the curriculum for a given discipline (module), while taking into account the results of current monitoring of progress during the semester. The assessment of the degree of achievement by students of the planned learning outcomes in the discipline (module) is carried out by the teacher conducting classes in the discipline (module) by the method of expert assessment. Based on the results of the intermediate certification, “pass” or “not pass” is set.

Only students who have completed all types of educational work provided for by the work program in the discipline "Quality Management" are allowed to the intermediate certification (passed the intermediate control)

Evaluation scale	Description
Passed	All types of educational work provided for by the curriculum were completed. The student demonstrates the correspondence of knowledge, skills and abilities given in the tables of indicators, operates with the acquired knowledge, skills, skills, applies them in situations of increased complexity. In this case, minor errors, inaccuracies, difficulties in analytical operations, transferring knowledge and skills to new, non-standard situations can be made.
Not credited	One or more types of educational work provided for by the curriculum have not been completed. The student demonstrates incomplete correspondence of knowledge, skills and abilities given in the tables of indicators, significant errors are made, lack of knowledge, skills, skills is manifested in a number of indicators, the student experiences significant difficulties in operating knowledge and skills when transferring them to new situations.

7.3 Evaluation tools

List of assessment tools by discipline
"Quality management"

OS number	Name of the evaluation tool	Brief description of the evaluation tool	Presentation of the evaluation tool in the FOS
1	Report, message (DS)	The product of the student's independent work, which is a public performance on the presentation of the results of solving a specific educational, practical, educational, research or scientific topic	Topics of reports, messages
2	Test (T)	A system of standardized tasks that allows you to automate the procedure for measuring the level of knowledge and skills of a student.	Fund of test tasks
3	Pass (D)	The final form of knowledge assessment. In higher education institutions are held during examination sessions.	Questions for offset

7.3.1. current control

Topics of reports by discipline
"Quality management"
(formation of competence PK-4)

1. Positions of the quality management system based on the combination of world experience data.
2. Representation of quality, its relationship with other economic categories (efficiency, profitability, labor intensity, price and costs), its varieties.
3. "Stars" of quality, their right to exist, place and significance in management.
4. Organizational structures and models for quality management.
5. Quality is a worldwide competition.
6. Japanese quality management method.
7. Russian and international approach to quality management
8. Development of technologies and the concept of quality.
9. Quality as an economic category.
10. Basic approaches to quality management.
11. Quality management using the basics of ISO standards.
12. Systematic approach to quality management.
13. Customer orientation in the quality management system.
14. The importance of staff training in the quality system.
15. Place of metrology in the quality management system.
16. Methods and techniques for working in continuous quality improvement
17. Place of organization and remuneration in the process of quality improvement.
18. Organization of the certification system in the Russian Federation and its role in the international system of organization
19. Decision making in the quality management system based on facts.

20. Involving subcontractors in the quality improvement process.
21. Legal basis for certification of products and services.
22. The role of documentation in the quality management system.
23. Legal basis for certification of products and services.
24. Legal basis and periods of certification of quality systems.

Report Evaluation Criteria

No.	Criterion	Grade			
		ex.	choir.	satisfactory	unsatisfactory
1	Report Structure	The report contains semantic parts, balanced in volume	The report contains three semantic parts, unbalanced in volume	One of the semantic parts of the report is missing	The report does not trace the presence of semantic parts
2	Content of the report	The content reflects the essence of the problem under consideration and the main results obtained.	The content does not fully reflect the essence of the problem under consideration or the main results obtained.	The content does not fully reflect the essence of the problem under consideration and the main results obtained.	The content does not reflect the essence of the problem under consideration or the main results obtained.
3	Ownership of the material	The student fully owns the material presented, is oriented in the problem, freely answers questions	The student owns the material presented, is oriented in the problem, finds it difficult to answer some questions	The student is not fluent enough in the material presented, poorly oriented in the problem	The student does not own the material presented, poorly oriented in the problem
4	Relevance to the theme	The presented material is fully consistent with the stated topic.	The material presented contains elements that are not relevant to the topic.	The material presented contains a large number of elements that are not related to the topic.	The material presented is slightly relevant to the topic.

Tests by discipline
"Quality management"
(formation of competence PK-4)

The graphical representation of the data, which is used to draw objective conclusions about the frequency of events and their number, is:

A) block diagrams
B) control charts
C) control charts
D) histograms
ANSWER: D

What level of company management in the field of quality management is assigned the roles of asset management, resource management, risk management, performance management?

A) senior management
B) middle management

C) line managers
ANSWER: A
ISO 31000:2009 defines this concept as "the extent to which a set of characteristics satisfies the necessary requirements":
A) risk
B) quality
C) risk management
ANSWER: B
ISO 31000:2009 defines this concept as "the level of coordinated activity to direct and control an organization, taking into account risk":
A) risk
B) quality
C) risk management
ANSWER: C
This type of waste can be caused by delays in the transport of materials, breakdowns of machinery or equipment, too fast or too slow operators, or insufficient staff:
A) waste caused by excess inventory
B) waste caused by waiting
C) traffic waste
ANSWER: B
This type of waste occurs when there is a movement of people or information that does not add value to a product or service:
A) waste caused by excess inventory
B) waste caused by waiting
C) traffic waste
ANSWER: C
What type of waste is currently considered the most destructive of all waste?
A) behavioral waste
B) recycling waste
C) waiting waste
ANSWER: A
How many types of waste is meant by the term "muda"?
A) 7
B) 9
C) 5
ANSWER: A
This type of waste can refer to any stocks, both stocks of finished products and stocks of raw materials, equipment, etc.:
A) waste caused by excess inventory
B) waste caused by waiting
C) traffic waste
ANSWER: A
An action that does not add value to a product or service from the consumer's point of view is:
A) recycling waste
B) product change without process change
C) extra copies/redundant information
ANSWER: A
The critical muda (waste) that generates all other waste and increases the amount of space needed to store both raw materials and finished products is:
A) overproduction

B) underproduction
C) poor quality production
ANSWER: A

Creating more product than is required by the next process or end user is:
A) overproduction
B) underproduction
C) poor quality production
ANSWER: A

What control charts are used with the discrete data type?
A) Charts I-MR chart
B) P and Np diagrams
C) X-Bar and R-charts
D) X-Bar and S-charts
E) C and U diagrams
ANSWER: E

What control charts are used with the continuous data type?
A) Charts I-MR chart
B) P and Np diagrams
C) X-Bar and R-charts
D) X-Bar and S-charts
E) C and U diagrams
ANSWER: D

This quality control tool can be used to summarize process data and plot frequency distributions, present and interpret large amounts of data, show the relative frequency of different data values:
A) block diagrams
B) control charts
C) control charts
D) histograms
ANSWER: D

What Japanese company actually started modern quality management?
A) Toyota
B) Sony
c) Motorola
ANSWER: A

The purpose of this quality control tool is to graphically represent the analysis of factors (causes) that are relevant to a particular problem or effect:
A) block diagrams
B) cause-and-effect diagrams
C) control charts
D) histograms
ANSWER: B

In this quality control tool, the structure and flows within blocks are described using the OMG Systems Modeling Language (SysML):
A) block diagrams
B) charts
C) control charts
D) histograms
ANSWER: A

A drawing illustration of a system whose main parts or components are represented by blocks, is this?

A) block diagrams
B) charts
C) control charts
D) histograms
ANSWER: A

Which of the 7 principles of the HACCP plan is characterized by the fact that, using a systematic approach, all possible risks to food safety should be identified?
A) hazard analysis
B) taking corrective action
C) monitoring
ANSWER: A

In which of the 6 steps of FMEA is formed a team that is familiar with the method and implementation of FMEA, prepares all the necessary documents and FMEA molding sheets, sets tasks and goals?
A) Step 1 Preparation
B) Step 2 Structural Analysis
C) Step 3 Functional Analysis
ANSWER: A

Are product-oriented and identify potential errors and failures that occur on parts or when assembling a system:
A) system FMEA
B) Structural FMEA
C) economic FMEA
ANSWER: B

The main attention is paid to the functional interaction of individual components of a complex system in order to avoid errors already in the design of the system and to check its performance and safety:
A) system FMEA
B) Structural FMEA
C) economic FMEA
ANSWER: A

The risk priority indicator or potential error assessment indicator is:
A) FMEA
B) NASA
C) R.P.Z.
ANSWER: C

The method of quality management using the analysis of risks arising in the course of the organization's activities is:
A) FMEA
B) NASA
C) R.P.Z.
ANSWER: A

What type of problems (waste) that reduce the effectiveness of the lean manufacturing system is characterized as "volatility"?
A) muda
B) muri
C) mura
ANSWER: C

What type of problems (waste) that reduce the effectiveness of the lean manufacturing system is characterized as "instability"?
A) muda

B) muri
C) mura
ANSWER: B

What type of problems (waste) that reduce the effectiveness of the lean manufacturing system is characterized as "waste"?

A) muda
B) muri
C) mura
ANSWER: A

Who identified the seven main wastes (7Ws): defects, overproduction, waiting, transportation, relocation, improper handling and inventory?

A) Dennis Cuneo
B) Taichi Oono
C) Philip Crosby
ANSWER: B

What company developed the concept of production management, called "lean Six Sigma" (or "6 Sigma")?

A) Toyota
B) Sony
c) Motorola
ANSWER: C

7.3.2. Intermediate certification

Questions for the test in the discipline
"Quality management"
(formation of competence PK-4)

1. Quality Policy
2. Types of quality indicators
3. Measurement and evaluation of quality indicators
4. Documentation of quality requirements
5. Statistical series and its characteristics
6. Control sheet
7. Control cards
8. Stages of formation and types of costs for product quality
9. Information base for product quality cost analysis
10. Principles and methods of standardization
11. Organizational and legal foundations of standardization in the Russian Federation
12. International standardization
13. International Organizations for Standardization (ISO)
14. Essence and types of certification
15. Certification procedure in Russia
16. Law on Consumer Protection". Basic provisions.
17. Law "On Certification of Products and Services": main provisions.
18. The impact of quality on profit.
19. Definition of the term "certification"
20. Types of certification established in the Law of the Russian Federation "On Certification of Products and Services".

21. Prerequisites for the introduction of certification of products and services in the Russian Federation.
22. Purposes of product and service certification.
23. Concepts of competitiveness of products and services. Domestic quality management systems, what are their commonality and differences from quality systems developed according to MS ISO 9000 series.
24. Standardization activities in accordance with the Law of the Russian Federation "On Standardization".
25. The main features, the concept of "measurement". The role of metrology in quality management.
26. Documents regulating relations in the field of consumer protection.
27. Documents regulating human rights in the world and in Russia in relation to products and their quality.
28. Rights and functions of the State Standard of Russia.
29. The main stages in the development of quality management activities.
30. Single European market and standardization of quality management.
31. The goals of developing standards for parametric series products.
32. Methods of calculation (classification) of financial costs for quality recommended in the MS of the quality system.
33. Organization of work on quality
34. Staff training and motivation
35. Quality control
36. Calculation of costs for quality according to the AML method.
37. Areas of application of statistical methods in product quality management.
38. Classification of the main factors affecting product quality.
39. The procedure for the implementation of state metrological supervision over the release of the state and use of measuring instruments and compliance with metrological rules and norms.
40. The concept of measurement quality.
41. Sources of economic losses from measurement errors.
42. Procedure for certification and services.
43. Product certification schemes adopted in the Russian Federation and in what cases they are applied,
44. The main reasons that encourage enterprises to implement quality systems in accordance with ISO 9000. How is the activity of international standardization according to ISO and IEC differentiated? Prize of the Government of the Russian Federation in the field of quality
45. Law of the Russian Federation on consumer protection
46. Law of the Russian Federation on certification of products and services
47. Scheme of the relationship of Russian laws that determine quality
48. Mandatory requirements of state standards.
49. What caused the need to develop international standards ISO 9000 series for quality systems?
50. Mechanism of influence of quality improvement on efficiency increase.
51. Quality as a factor in the success of an enterprise in a market economy.
52. The problem of trust in product quality.
53. Principles of quality assurance. Private and general quality factors.
54. Subject, object and functions of quality management.
55. Statistical methods of quality control.
56. Brief description of the recommended elements, quality systems.
57. Methodology for the development and implementation of quality systems.
58. Functional and structural diagram of quality management

59. The role and tasks of the quality management service.
60. Improvement of quality systems.
61. Definition, Purpose and Objectives of Certification
62. The evolution of relationships between suppliers and customers in the field of quality.
63. Certification of international practice.
64. Product certification. Certification schemes.
65. Responsibility of manufacturers and sellers for product quality.
66. Comprehensive quality indicators
67. Matrix analysis of the functioning of production systems
68. End-to-end mechanism of quality management in Russia.
69. Main stages of development of quality systems
70. Product Quality Assurance Principles
71. Product quality management principles
72. Quality management experience gained in the USA and Japan.
73. The concept of total quality management.
74. Japanese concept of four conditions of quality