CERTIFICATION SYLLABUS

ISO 9001: Quality Management Systems Quality Manager

Exam Code: CQQM™



A complete preparation guide covering exam objectives, core competencies, domain weightage, and topics to prepare.

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Table of Contents

1. **Exam Name & Code** 1
2. **Table of Contents** 2
3. **Objective of the Certification** 3
4. **Core Competencies** 4-5
5. **Who Should Take This Certification** 6
6. **Exam Information** 6
7. **Examination Domain & Weightage** 7
8. **Topics to Prepare** 8-10
   - *Quality Management Principles & Strategic Alignment*
   - *QMS Planning: Context, Risks, Opportunities & Objectives*
   - *Leadership, Resources & Competence*
   - *Process Management & Operational Control*
   - *Performance Evaluation: Monitoring, Audit & Management Review*
   - *Nonconformity, Corrective Action & Continual Improvement*
   - *Supplier Quality, Customer Satisfaction & Certification Readiness*

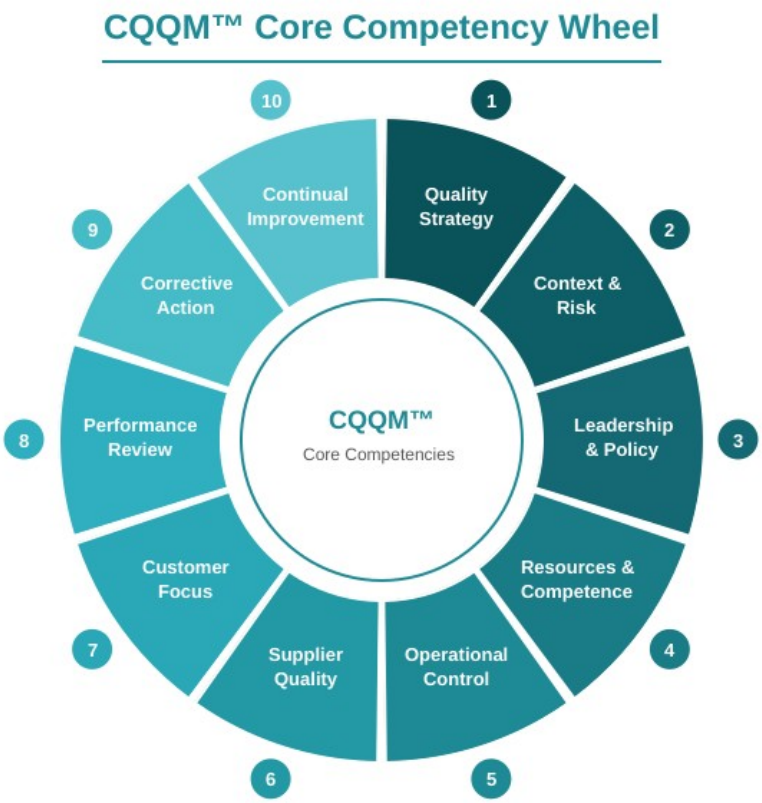
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Objective of the Certification

- **Validate quality management competence:** the ability to establish, implement, maintain, and improve a Quality Management System (QMS) based on ISO 9001:2015.
- **Apply the quality management principles:** use the seven principles to guide decisions, priorities, and improvement.
- **Align quality with strategy:** link the QMS to the organization's context, interested parties, and strategic direction.
- **Plan for risks and opportunities:** determine risks and opportunities, set quality objectives, and plan changes to the QMS.
- **Lead and resource the QMS:** demonstrate leadership, assign roles, and ensure resources, competence, and communication.
- **Control operations:** manage processes for customer requirements, design, production, service provision, and release.
- **Manage external providers:** evaluate, select, monitor, and re-evaluate suppliers and outsourced processes.
- **Evaluate performance:** monitor and measure processes, customer satisfaction, internal audits, and management review.
- **Drive corrective action and improvement:** address nonconformities at their root cause and pursue continual improvement.
- **Prepare for certification:** get the organization ready for external ISO 9001 certification, surveillance, and recertification audits.

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Core Competencies — CQQM™ (ISO 9001: Quality Management Systems Quality Manager)



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- **Quality strategy:** align the QMS and quality objectives with the organization's strategic direction.
- **Context and risk:** analyze internal and external issues, interested parties, and risks and opportunities.
- **Leadership:** demonstrate commitment, set the quality policy, and assign responsibilities and authorities.
- **Resources and competence:** ensure people, infrastructure, knowledge, competence, awareness, and documented information.
- **Operational control:** plan and control processes for design, production, and service provision.
- **Supplier quality:** evaluate, select, and monitor external providers.
- **Customer focus:** determine and meet customer requirements and monitor customer satisfaction.
- **Performance review:** use monitoring, analysis, internal audits, and management review to evaluate the QMS.
- **Corrective action:** investigate root causes and verify the effectiveness of actions.
- **Continual improvement:** drive improvement of the suitability, adequacy, and effectiveness of the QMS.

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Who Should Take This Certification

- Quality managers and heads of quality, QA, and QMS functions.
- Operations, production, and service managers responsible for process quality.
- Management representatives and ISO 9001 coordinators who maintain the QMS.
- Process owners, department heads, and team leaders who contribute to quality objectives.
- Consultants and implementers supporting organizations preparing for ISO 9001 certification.
- Professionals moving from quality auditing or quality assurance into quality management.

Exam Information

Exam Name	ISO 9001: Quality Management Systems Quality Manager
Exam Code	CQQM™
Exam Format	Multiple Choice Questions (MCQ), including scenario-based questions
Duration	90 minutes
Number of Questions	60
Passing Score	70%
Mode of Exam	Test Center Based Testing / Online Testing
Language	English
Validity	Lifetime
Open Book	No

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Examination Domain & Weightage

Domain	Weightage
Quality Management Principles & Strategic Alignment	15%
QMS Planning: Context, Risks, Opportunities & Objectives	15%
Leadership, Resources & Competence	15%
Process Management & Operational Control	20%
Performance Evaluation: Monitoring, Audit & Management Review	15%
Nonconformity, Corrective Action & Continual Improvement	10%
Supplier Quality, Customer Satisfaction & Certification Readiness	10%
Total	**100%**

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Topics to Prepare — CQQM™ (ISO 9001: Quality Management Systems Quality Manager)

The topics below represent the core areas candidates should focus on for each domain, reflecting the quality management depth expected at the CQQM™ level.

1. Quality Management Principles & Strategic Alignment (15%)

- **Seven principles:** customer focus, leadership, engagement of people, process approach, improvement, evidence-based decision-making, and relationship management.
- **Quality concepts:** quality assurance, quality control, and the cost of quality (prevention, appraisal, and failure costs).
- **Benefits of a QMS:** consistent products and services, customer satisfaction, risk reduction, and improved performance.
- **Standards:** ISO 9000 (fundamentals and vocabulary), ISO 9001 (requirements), and ISO 9004 (sustained success).
- **Strategic alignment:** linking the QMS and quality objectives to business goals.

2. QMS Planning: Context, Risks, Opportunities & Objectives (15%)

- **Context (clause 4.1):** internal and external issues that affect the QMS.
- **Interested parties (clause 4.2):** relevant parties and their requirements.
- **Scope and processes (clauses 4.3 and 4.4):** QMS scope, applicability, and process identification.
- **Risks and opportunities (clause 6.1):** determining and addressing them proportionately.
- **Quality objectives (clause 6.2):** what, resources, who, when, and how results are evaluated.
- **Planning of changes (clause 6.3):** purpose, consequences, integrity of the QMS, and resources.

3. Leadership, Resources & Competence (15%)

- **Leadership and commitment (clause 5.1):** top management responsibilities and customer focus.
- **Quality policy (clause 5.2):** content, communication, and availability.
- **Roles and authorities (clause 5.3):** assigning responsibilities and reporting on QMS performance.
- **Resources (clause 7.1):** people, infrastructure, environment, monitoring and measuring resources, and organizational knowledge.
- **Competence and awareness (clauses 7.2 and 7.3):** determining competence, training, and evidence.

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- **Communication and documented information (clauses 7.4 and 7.5):** what, when, whom, and how; creating, updating, and controlling documents and records.

4. Process Management & Operational Control (20%)

- **Operational planning and control (clause 8.1):** criteria, resources, and controls for processes.
- **Customer requirements (clause 8.2):** communication, determination, and review of requirements.
- **Design and development (clause 8.3):** planning, inputs, controls, outputs, changes, and the difference between verification and validation.
- **External providers (clause 8.4):** evaluation, selection, monitoring, and information for providers.
- **Production and service provision (clause 8.5):** controlled conditions, identification and traceability, customer property, preservation, post-delivery activities, and control of changes.
- **Release and nonconforming outputs (clauses 8.6 and 8.7):** release criteria, correction, segregation, and concession.

5. Performance Evaluation: Monitoring, Audit & Management Review (15%)

- **Monitoring and measurement (clause 9.1.1):** what, how, when, and analysis.
- **Customer satisfaction (clause 9.1.2):** monitoring customer perceptions and feedback.
- **Analysis and evaluation (clause 9.1.3):** using data to evaluate conformity, effectiveness, and risks.
- **Internal audit (clause 9.2):** audit program, objectivity, reporting, and follow-up.
- **Management review (clause 9.3):** inputs, outputs, and top management involvement.

6. Nonconformity, Corrective Action & Continual Improvement (10%)

- **Nonconformity and corrective action (clause 10.2):** react, evaluate causes, implement, review effectiveness, and update risks and the QMS.
- **Root cause analysis:** tools such as 5 Whys and cause-and-effect diagrams.
- **Correction and corrective action:** the difference between fixing a problem and eliminating its cause.
- **Continual improvement (clause 10.3):** improving suitability, adequacy, and effectiveness.
- **Basic quality tools:** Pareto analysis, histograms, flowcharts, and control charts.

7. Supplier Quality, Customer Satisfaction & Certification Readiness (10%)

- **Supplier performance:** criteria, monitoring, and re-evaluation of external providers.

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- **Complaint handling:** acknowledging, investigating, correcting, and learning from complaints.
- **Customer satisfaction data:** using surveys, feedback, and complaints to improve.
- **Certification process:** stage 1, stage 2, surveillance, and recertification at a basic level.
- **Readiness:** using internal audit and management review to prepare for external audits.

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