



Jordan Academy for Quality Management – JAQM

PROFESSIONAL TRAINING AND CERTIFICATION PROGRAM

Certified Quality Manager (CQM)

Developing Quality Leaders for
Organizational Excellence

Program Syllabus
Version 2.0 | 2026

Developed, Administered, and Certified by
Jordan Academy for Quality Management (JAQM)



Table of Contents

Overview	3
Program Aim.....	3
Program Learning Outcomes	3
Target Audience.....	4
Eligibility Requirements	5
Program Outline.....	6
Program Duration and Delivery Structure	7
Program Schedule	7
Delivery Format.....	7
Learning Activities.....	8
Training Materials and Resources	8
Certification Examination.....	9
Examination Retake Policy.....	10
Certification Validity and Recertification Requirements	11
Professional Code of Ethics and Conduct.....	12
Benefits for Participants.....	13
Benefits for Organizations	14
Program Language.....	15
Program Fees	15
Payment Methods.....	16
Waiting List and Registration Process.....	17
General Terms and Policies	18



Overview

The Certified Quality Manager (CQM) is an advanced professional certification program designed to develop the strategic, managerial, technical, analytical, and leadership competencies required to lead an organization's quality function effectively.

The program provides participants with the knowledge and practical capabilities needed to align quality with organizational strategy, establish and manage an effective quality management system, improve processes and organizational performance, manage customer and supplier quality, lead quality improvement initiatives, develop quality teams, and support evidence-based managerial decision-making.

Unlike programs that focus primarily on quality standards or individual quality tools, the CQM program provides an integrated and practice-oriented approach to managing quality at the organizational level. Participants will work with practical applications, managerial scenarios, workshops, and an integrated case study that reflects the actual responsibilities and challenges faced by quality managers.

Program Aim

The Certified Quality Manager (CQM) program aims to prepare competent quality professionals who can effectively lead and manage the organization's quality function, align quality with organizational strategy, manage and continually improve the quality management system, enhance processes and organizational performance, and foster a sustainable culture of quality and excellence.

Program Learning Outcomes

Upon successful completion of the Certified Quality Manager (CQM) program, participants will be able to demonstrate a broad range of competencies, including the ability to:

1. Lead the quality function, develop teams, manage organizational change, and communicate effectively by applying appropriate leadership, governance, accountability, and quality culture practices.
2. Develop, deploy, and review quality strategies, objectives, and performance measures aligned with the organization's strategic direction.
3. Identify and address customer and stakeholder needs and expectations to enhance experience, value, satisfaction, and organizational performance.
4. Manage supplier quality and relationships to enhance supply chain performance, reliability, and value.



5. Establish, manage, evaluate, and continually improve quality management and assurance systems, including the planning and conduct of quality audits.
6. Manage and improve organizational processes by applying process management, operational excellence, structured problem-solving, and continual improvement approaches, including the management of quality improvement projects.
7. Develop and use performance measures, key performance indicators, data-analysis methods, and quality-cost information to support evidence-based decision-making.
8. Identify, assess, treat, and monitor quality and enterprise risks and contribute to organizational resilience and business continuity.
9. Evaluate and apply digital technologies, Quality 4.0 concepts, data-driven systems, and artificial intelligence to enhance quality management and performance.
10. Integrate and apply quality management principles, systems, methods, and tools to address complex organizational challenges and advance organizational excellence.

Target Audience

The Certified Quality Manager (CQM) program is designed for current quality managers and experienced professionals seeking to assume or advance in quality management and leadership roles. The program is particularly suitable for, but is not limited to:

- Quality managers, assistant quality managers, and quality department heads.
- Quality assurance and quality control managers and supervisors.
- Quality engineers, specialists, coordinators, and team leaders.
- Quality management system managers and management representatives.
- Internal audit managers and lead internal auditors.
- Operational excellence, business excellence, process improvement, and continual improvement professionals.
- Operations, production, service, supply chain, procurement, human resources, and other functional professionals with quality-related responsibilities or involvement in organizational improvement.
- Consultants and trainers working in quality management, organizational excellence, and performance improvement.
- Other experienced professionals who meet the program's eligibility requirements and seek to develop their capabilities in quality management and leadership.



Eligibility Requirements

The eligibility requirements are intended to ensure that participants have the educational and professional foundation needed to understand and apply the program content and to transfer their learning to real organizational contexts when assuming or performing quality management responsibilities.

Applicants seeking admission to the Certified Quality Manager (CQM) program must meet the following requirements:

1. **Academic Qualification**
Hold a bachelor's degree or an equivalent qualification from a recognized institution.
2. **Professional Experience**
Have at least four years of professional experience in quality management or a related field. Relevant experience may include responsibilities involving quality assurance or control, quality management systems, auditing, operations, production, service delivery, process improvement, organizational excellence, supply chain, procurement, human resources, risk management, performance management, or other functions that contribute to organizational quality and improvement.
3. **English-Language Proficiency**
Have sufficient English-language proficiency to understand the training materials and certification examination. Advanced English proficiency is not required, and training explanations and discussions may be conducted in Arabic, English, or both.
4. **Application Review**
Admission is subject to review of the applicant's academic qualifications and professional experience. JAQM may request supporting documents or additional information when necessary to verify eligibility.
5. **Prior Certification**
No previous quality certification is required for admission to the program.

Applicants who do not fully meet the stated academic qualification but possess substantial and relevant professional experience may be considered on a case-by-case basis. Admission under this provision is subject to JAQM's review and approval.



Program Outline

Part I: Business and Quality Management Foundations

- Chapter 1: Business and Organizational Management
- Chapter 2: Quality Foundations and Principles
- Chapter 3: Quality Management
- Chapter 4: Total Quality Management

Part II: Quality Leadership, Governance, and Strategic Direction

- Chapter 5: Quality Leadership, Governance, and Organizational Culture
- Chapter 6: Strategic Quality Planning and Deployment

Part III: Customer and Supplier Management

- Chapter 7: Customer Focus and Value Creation
- Chapter 8: Customer Experience Management
- Chapter 9: Supplier Quality and Relationship Management

Part IV: Quality Management Systems and Assurance

- Chapter 10: Quality Management Systems
- Chapter 11: Quality Auditing

Part V: Process Management and Operational Excellence

- Chapter 12: Process Management
- Chapter 13: Operational Excellence

Part VI: Quality Measurement, Analysis, and Improvement

- Chapter 14: Managing Quality Improvement Projects
- Chapter 15: Quality Measurement and Analysis
- Chapter 16: Quality Improvement

Part VII: Enterprise Risk and Organizational Resilience

- Chapter 17: Enterprise Risk Management
- Chapter 18: Organizational Resilience and Business Continuity

Part VIII: Digital Transformation and the Future of Quality

- Chapter 19: Digital Transformation and Quality 4.0
- Chapter 20: Emerging Trends in Quality Management



Program Duration and Delivery Structure

The Certified Quality Manager (CQM) program comprises 75 instructor-led training hours, excluding the certification examination and any independent study or preparation undertaken by participants. It is typically delivered over 25 training days, with three hours per day.

The program is offered as a public program open to individual applicants, including self-sponsored participants and professionals nominated by their organizations.

The program may also be delivered in-house for a specific organization. In such cases, examples, case studies, and learning activities may be customized to reflect the organization's industry, operating context, and specific needs. Such customization shall not affect the approved learning outcomes, core program content, total training hours, assessment standards, or certification requirements.

Program Schedule

The Certified Quality Manager (CQM) program is scheduled as follows:

- The next Certified Quality Manager (CQM) public program is planned for 2027. The exact dates and training schedule will be announced once confirmed.
- Interested professionals may join the CQM waiting list to be among the first to receive the new schedule, registration details, and program announcements.
- Number of training sessions: 25 sessions.
- Total instructor-led training hours: 75 hours.
- Certification examination date: To be determined later in coordination with the participants.

The certification examination will be administered online in two sessions on the same day, in accordance with the examination structure and requirements specified in this syllabus. Detailed examination timing and candidate instructions will be communicated before the scheduled examination date.

Delivery Format

The Certified Quality Manager (CQM) program is delivered online through live, interactive, instructor-led training sessions. Participants engage with the instructor and other participants in real time through facilitated discussions, practical exercises, case studies, and individual and group learning activities.



The live online delivery format provides participants from different locations with convenient access to the program while maintaining direct interaction, active participation, and a structured learning experience throughout the program.

Learning Activities

Participants engage in a variety of individual and group learning activities designed to reinforce their understanding and develop their ability to apply the program content in practice. These may include case studies, practical exercises, group discussions, problem-solving tasks, scenario analysis, self-assessments, and guided application of selected quality management tools.

Practice questions reflecting the general types, formats, and levels of difficulty of the official certification examination are provided at the end of each part to reinforce learning, assess understanding, and familiarize participants with the examination approach.

Following completion of the training program and before the official certification examination, participants will complete a comprehensive mock examination covering the approved CQM Body of Knowledge. The mock examination is provided for preparation and developmental purposes only; its results do not form part of the official certification examination score and do not guarantee success in the certification examination.

The learning activities are based on realistic organizational situations and may be adapted, where appropriate, to reflect participants' industries, professional backgrounds, and workplace challenges.

Training Materials and Resources

Participants are provided with comprehensive training materials aligned with the program's approved content and learning outcomes. These materials may include presentation slides, reference notes, practical exercises, case studies, templates, worksheets, and selected supplementary resources.

Additional handouts will also be provided by the instructor at the appropriate stages of the program. These will include real-world case studies, practical examples, workshop materials, exercises, and other resources related to the topics and activities addressed during the training sessions.

Access to session recordings is also provided until the participant's scheduled certification examination date to support review, reinforce understanding, and assist with examination preparation. All training materials and handouts are provided electronically in PDF format.



Certification Examination

To earn the Certified Quality Manager (CQM) certification, an eligible participant must complete the training program, attend at least 90% of the scheduled training hours, complete both examination sessions, achieve an overall examination score of at least 70%, and comply with all examination rules, professional conduct requirements, and academic integrity standards. Completion of the training program alone does not qualify a participant for the CQM certification.

The CQM certification examination is an online, remotely proctored, open-book examination consisting of 165 multiple-choice questions, all of which are scored. Each question has four answer options, with only one correct answer. The examination is administered in two sessions on the same day, with a one-hour break between them:

- Session 1: 90 questions to be completed within three hours.
- Session 2: 75 questions to be completed within two and a half hours.

Candidates must complete both sessions to receive a final examination result. Once the first session has been submitted, candidates can't return to that session or modify any of their submitted answers.

The examination assesses candidates' knowledge, understanding, and ability to apply quality management principles, methods, and tools to realistic organizational situations. It includes knowledge-based, application-based, analytical, and scenario-based questions covering the approved CQM Body of Knowledge and learning outcomes in accordance with the assigned examination weights.

Candidates must achieve an overall score of at least 70%, equivalent to a minimum of 116 correct answers out of 165, to pass the examination. The final result is based on the combined score from both examination sessions; no separate passing score is required for either session.

To ensure the accuracy and integrity of examination results, each candidate's responses are independently scored and verified by multiple authorized reviewers. The scores obtained through the independent scoring and verification process must be consistent before the candidate's final result is approved and officially issued.

JAQM does not provide candidates with correct answers, answer keys, or copies of their submitted responses. Requests to review, reconsider, remark, or re-evaluate examination



results are not accepted after the results have been officially issued, as each result is subject to the independent scoring and verification process described above.

Candidates who pass the examination and meet all applicable eligibility, attendance, conduct, and certification requirements are awarded the Certified Quality Manager (CQM) certification.

Participants who complete the training program and attend at least 90% of the scheduled training hours but do not take or successfully pass the certification examination receive a

Certificate of Completion only. The Certificate of Completion does not grant the CQM professional designation.

Detailed instructions concerning the online examination procedures, technical requirements, permitted materials, remote proctoring, examination security, and candidate conduct will be provided to candidates at the appropriate time before the scheduled examination date. Candidates are responsible for reviewing and complying with all examination instructions issued by JAQM.

Examination Retake Policy

Candidates who do not achieve the required passing score can apply to retake the CQM certification examination. A maximum of two retake attempts is permitted following the initial examination attempt. A minimum waiting period of 30 calendar days is required between examination attempts.

Because the final examination result is based on the candidate's combined performance across both examination sessions, candidates must retake the entire examination, including both sessions. Partial retakes are not permitted.

All retake attempts must be completed within 12 months from the date of the candidate's initial examination attempt. If a candidate does not successfully pass the examination within the permitted attempts and the specified 12-month period, a new application will be required in accordance with the applicable JAQM policies and requirements. The fee for the initial CQM certification examination is JD350. The fee for each retake attempt is JD220.

Candidates are responsible for reviewing the performance information provided in their examination results and completing the necessary preparation before applying for a retake.



Certification Validity and Recertification Requirements

The Certified Quality Manager (CQM) certification is valid for three years from its date of issuance. To maintain active certification status and continue using the CQM professional designation, certification holders must complete the applicable recertification requirements before the certification expiration date. Recertification requires at least 30 documented professional development hours completed during the three-year certification cycle. Eligible activities must be relevant to quality management, leadership, operational excellence, organizational improvement, or other closely related professional fields. At least 15 of the required hours must be obtained through structured learning activities, such as:

- Training courses and workshops.
- Webinars and seminars.
- Conferences and professional forums.
- Relevant university or academic courses.
- Structured online or self-paced learning programs.

Structured learning hours are calculated based on actual documented instructional time. One structured learning hour is equivalent to 60 minutes of instruction. Breaks, registration periods, social activities, and other non-instructional time are excluded. Partial hours are calculated to the nearest half-hour. Activities lasting less than 30 minutes are not eligible. For example, 90 minutes of documented instruction is equivalent to 1.5 structured learning hours. The remaining professional development hours may be obtained through other eligible professional activities, including:

- Delivering relevant training or professional presentations.
- Implementing documented quality or organizational improvement projects.
- Publishing relevant professional or academic work.
- Participating actively in relevant professional committees or associations.

Only activities completed during the applicable three-year certification cycle can be claimed. The same activity will not be claimed more than once during the same certification cycle.

Certification holders must provide appropriate evidence identifying the activity, subject matter, provider or organizing body, completion date, and number of eligible hours. Acceptable evidence may include certificates of attendance or completion, academic transcripts, official letters, event programs accompanied by proof of attendance, or verified records issued by recognized learning platforms.



If the submitted evidence does not specify the duration of an activity, the certification holder must provide additional documentation demonstrating the actual eligible hours. Activities that cannot be adequately documented or verified will not be accepted.

Certification holders who do not meet the professional development requirements may renew their certification by successfully completing the current CQM certification examination and satisfying the examination and certification requirements applicable at the time of renewal.

A 60-day grace period is allowed after the certification expiration date solely for submitting the recertification application, supporting documentation, and applicable fee. All required professional development activities must have been completed before the certification expiration date and may not be completed during the grace period.

During the grace period, the certification remains inactive, and the holder may not represent it as current or use the CQM designation as an active certification. If a complete recertification application is not submitted within the grace period, the certification expires, and the individual must submit a new application and satisfy JAQM's certification requirements applicable at that time.

JAQM reserves the right to verify submitted documentation, request additional evidence, reject activities that do not meet the approved criteria, and audit recertification applications to protect the integrity of the CQM certification.

Professional Code of Ethics and Conduct

Candidates and certification holders must uphold integrity, objectivity, competence, confidentiality, fairness, and professional responsibility in all activities associated with the Certified Quality Manager (CQM) certification. They shall:

- Act honestly, ethically, and professionally, and provide accurate and objective information.
- Protect confidential and proprietary information unless disclosure is legally required or properly authorized.
- Disclose and appropriately manage actual, potential, or perceived conflicts of interest.
- Undertake professional responsibilities only when appropriately qualified and maintain their professional competence.



- Comply with applicable laws, regulations, professional requirements, and organizational obligations.
- Treat employees, customers, suppliers, and other stakeholders fairly and respectfully.
- Support the responsible reporting of legitimate quality, safety, compliance, and ethical concerns.
- Protect the integrity of the CQM certification and refrain from making false, misleading, or unauthorized claims regarding certification status.
- Comply with JAQM's examination security, academic integrity, certification, and recertification requirements.
- Cooperate with any authorized review or investigation concerning certification status, conduct, or alleged violations.

Consequences of Noncompliance

Violations of this Code may result in appropriate action by JAQM, depending on the nature and severity of the violation. Such action may include a formal warning, rejection of an application, invalidation of examination results, suspension or revocation of certification, or restriction from future certification activities.

Before a final disciplinary decision is made, the individual will normally be informed of the alleged violation and provided with an opportunity to respond. Reviews and decisions will be handled objectively and confidentially in accordance with JAQM's applicable policies.

Benefits for Participants

The Certified Quality Manager (CQM) program provides participants with an integrated and practical understanding of the managerial, strategic, technical, and leadership responsibilities associated with quality management. Key benefits include, but are not limited to:

- Developing a comprehensive understanding of the quality manager's role in organizational leadership, governance, strategy, and operational performance.
- Strengthening the ability to design, implement, evaluate, and continually improve quality management systems.
- Building the capability to align quality objectives, initiatives, and performance measures with organizational strategy and stakeholder expectations.
- Enhancing competence in process management, data analysis, risk management, and evidence-based decision-making.



- Improving the ability to identify organizational problems, determine root causes, and lead structured improvement and change initiatives.
- Strengthening leadership, communication, stakeholder engagement, and the management of customer, supplier, and supply-chain quality.
- Preparing participants to address emerging developments in digital quality, artificial intelligence, organizational resilience, and the future of quality management.
- Increasing readiness for quality management and broader organizational leadership roles while providing eligible participants with a pathway to earn the Certified Quality Manager (CQM) professional certification, subject to meeting all applicable certification requirements.

Benefits for Organizations

Organizations that support employees in completing the Certified Quality Manager (CQM) program can benefit from stronger internal capabilities in quality leadership, strategic alignment, operational excellence, and organizational improvement. Key benefits include, but are not limited to:

- Strengthening internal quality leadership and the alignment of quality objectives and initiatives with the organization's strategic direction.
- Supporting the effective design, implementation, evaluation, and continual improvement of quality management systems.
- Enhancing process performance, consistency, efficiency, and cross-functional coordination.
- Improving the use of performance measures, quality data, and analytical methods to support evidence-based decision-making.
- Strengthening the organization's ability to manage risks, prevent quality failures, solve problems systematically, and lead effective improvement initiatives.
- Improving the organization's ability to understand and respond to customer, supplier, regulatory, and other stakeholder requirements.
- Developing qualified professionals capable of leading change, engaging stakeholders, promoting a sustainable quality culture, and reducing dependence on external expertise.
- Supporting the responsible adoption of digital technologies, data analytics, and artificial intelligence while strengthening organizational resilience and readiness for emerging quality-management challenges.



Program Language

The official language of the Certified Quality Manager (CQM) program training materials and certification examination is English. Training explanations, discussions, practical activities, and participant interactions will be conducted in English, Arabic, or a combination of both.

Participants are expected to have a practical working knowledge of English sufficient to understand the training materials, professional terminology, examination questions, and supporting references. Advanced proficiency in spoken or written English is not required; however, participants are responsible for ensuring that their language ability enables them to participate effectively in the program and complete the certification examination.

Program Fees

The standard fee for the Certified Quality Manager (CQM) training program is JD 1,300 and the certification examination fee is JD 350, bringing the standard total fee to JD 1,650.

As part of JAQM's commitment to supporting professional development, the following discounts are currently available:

- A 15% general discount is available to all applicants. Accordingly, the total discounted fee is JD 1,402, including the CQM certification examination.
- A 20% organizational discount is available to organizations nominating two or more employees. Accordingly, the total discounted fee is JD 1,320 per participant, including the certification examination.
- A 25% JAQM alumni discount is available to individual participants who have previously completed selected JAQM professional training programs, including CLSSBB, CLSSGB, CQP, and CPPI. Accordingly, the total discounted fee is JD 1,237, including the certification examination.

Discounts may not be combined. Where an applicant qualifies for more than one discount, the highest applicable discount will be applied. All discounts are subject to verification and JAQM's applicable promotional and registration terms. The program fee includes:

- A Certificate of Completion in electronic format, issued by JAQM and internationally accredited by the International Accreditation Organization (IAO), USA, awarded to participants who attend at least 90% of the scheduled training hours.



- A professional certification certificate in electronic format titled Certified Quality Manager (CQM), issued by JAQM and internationally accredited by the International Accreditation Organization (IAO), USA, awarded to eligible participants who attend at least 90% of the scheduled training hours, successfully pass the certification examination, and meet all other applicable certification requirements.
- Access to the session recordings until the participant's scheduled certification examination date.
- Comprehensive training materials in PDF format.
- Additional handouts, case studies, practical exercises, workshop materials, and instructor notes provided at the appropriate stages of the program.

Payment Methods

To facilitate payment of the program fees, JAQM offers the following payment methods:

- Bank transfer or cash deposit into JAQM's bank account.
- CliQ transfer — Alias: JAQM
- Zain Cash e-wallet.
- Orange Money e-wallet.
- Western Union transfer.

Applicants should select their preferred payment method in the registration form. JAQM will then provide the relevant payment details and instructions based on the selected method.

Program fees may be paid in two or three installments, subject to prior agreement with JAQM. The first installment must be paid to confirm registration and reserve the participant's seat. All remaining fees must be paid in full no later than the final training session. Access to the certification examination and the issuance of any applicable certificates are subject to full payment of all outstanding fees.



Waiting List and Registration Process

The next Certified Quality Manager (CQM) public program is planned for 2027. Interested professionals are invited to join the CQM waiting list to receive priority notification once the new program schedule and registration details are announced.

Joining the waiting list does not constitute registration or create any payment obligation.

[CQM Waiting List](#)

Once the new program schedule is announced, individuals on the waiting list will be notified and provided with the official registration details. Those wishing to participate may then submit their application, which will be reviewed by JAQM against the program's eligibility requirements.

Accepted applicants will receive an official acceptance notice and the applicable payment instructions. Registration is confirmed only after the application has been accepted and the required program fees have been paid in accordance with the agreed payment arrangements.

For participants nominated by organizations, the organization's human resources, training, or other authorized department may submit a registration request by email, including each nominee's full name, email address, and mobile number. Nominated participants remain subject to the program's applicable eligibility and registration requirements.

For further information or assistance, please contact JAQM through:

- Email: training@jaqm.net
- Telephone: +962 6 516 0157
- Mobile and WhatsApp: +962 7 7744 1808

JAQM reserves the right to reschedule, postpone, or cancel the program when reasonably necessary. Participants will be informed promptly of any material changes.

If JAQM cancels the program, any program fees already paid will be refunded in full. If the program is rescheduled or postponed, registered participants may either transfer their registration to the revised schedule or request a full refund of the fees paid.



General Terms and Policies

Participation in the Certified Quality Manager (CQM) program and certification process is subject to JAQM's applicable policies, requirements, and professional standards.

Participants must provide accurate information, comply with all applicable program and certification requirements, and maintain professional and respectful conduct.

Training materials, session recordings, examination content, certificates, and JAQM names and marks may be used only for their authorized purposes.

Participants may not record, copy, reproduce, share, publish, or distribute protected program or examination content without prior written authorization from JAQM.

JAQM reserves the right to verify submitted information and documentation and to take appropriate action in cases of misrepresentation, misconduct, examination irregularities, unauthorized use of materials or certification marks, or failure to comply with applicable requirements. Depending on the nature and severity of the matter, such action may include removal from the program, invalidation of examination results, rejection of an application, or suspension or revocation of certification.