

QUESTION 5

Kaizen is a central principle necessary for Lean to flourish within an organisation.

a) Define the underlying ideology of kaizen and identify **three** relevant principles/features.

(10 marks)

b) List **five** of the wastes of quality and explain how an organisation can improve quality levels by controlling each of the five wastes identified.

(15 marks)



Chartered Quality Institute

CQI Examinations January 2015

Unit 501

People in Quality (Level 5)

19 January 2015

Time: 9.40 – 12.10
(2½ hours)

Notes for candidates

At 9.30, you have 10 minutes preparation time before the exam begins.
Your exam booklet will be handed out at 9.40.

Attempt **BOTH** questions in **Section A**. Attempt **any TWO** questions from **Section B**.
If you attempt all three questions in Section B, only the first two will be marked.

Questions may be attempted in any order. All questions carry equal marks.
The maximum marks for each part of each question are shown.

Begin each question at the top of a fresh sheet of paper.
Do not write in the margins.

If you use any additional sheets (i.e. graph paper or additional answer booklet)
please write your CQI student number, examination name and date on each sheet.

SECTION A – ANSWER BOTH QUESTIONS

QUESTION 1

Evidence from innovative organisations recommends that quality management needs an appropriate culture.

- a) Define the concept of culture within the context of organisations. **(5 marks)**
- b) Discuss **two** possible obstacles organisations face in their efforts to implement a suitable culture. **(8 marks)**
- c) For the two obstacles identified in Part (b), recommend and explain **two** possible remedial actions an organisation could pursue towards implementing a suitable culture. **(12 marks)**

QUESTION 2

Organisations now recognise that to be successful, effective leadership is essential to complement appropriate processes.

- a) Provide a detailed description of **five** critical leadership characteristics that are necessary to enable effective quality management. **(15 marks)**
- b) Explain **two** ways in which good leaders establish effective goals and influence their people to meet these goals. **(10 marks)**

SECTION B – ANSWER TWO QUESTIONS ONLY

QUESTION 3

Quality management is the act of overseeing all activities and tasks needed to maintain a level of excellence and requires different methods of communication, which are often determined by the quality management applications.

- a) For an organisation of your choice, identify and describe **five** different methods of communication. **(15 marks)**
- b) For the five methods of communication outlined in Section (a), discuss **one** strength and **one** weakness for each method of communication. **(10 marks)**

QUESTION 4

W. Edwards Deming and Phillip Crosby were both considered to be Quality Gurus and worked within Japanese and American industries building quality principles into manufacturing. Both produced 14 Quality Principles, not all of which were the same.

Compare and contrast the following principles:

- a) Deming's 'Cease dependence on mass inspection' and Crosby's 'Cost of Quality Evaluation'. **(8 marks)**
- b) Deming's 'Eliminate slogans, exhortations, and targets for the work force asking for zero defects and new levels of productivity' and Crosby's 'Zero Defects Day'. **(9 marks)**
- c) Deming's 'Institute leadership' and Crosby's 'Management Commitment'. **(8 marks)**