

QUESTION 5

Organisations frequently use team roles to identify people's behavioural strengths and weaknesses within the workplace.

(a) Discuss the reasons why organisations often invest considerable resources in order to identify team roles.
(9 marks)

(b) Select **four** team roles and evaluate the impact each may have on quality improvement in an organisation of your choice.
(16 marks)



Chartered Quality Institute

CQI Examinations June 2014

Unit 501

People in Quality (Level 5)

23 June 2014

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

It is necessary to have effective communication systems and processes in place; this enables the organisation to meet its objectives and operate effectively.

- (a) Companies often encounter many barriers to effective communications; identify **five** barriers and recommend practices organisations could employ in order to reduce their impact. **(15 marks)**
- (b) Discuss **five** factors organisations need to evaluate when selecting which mode of communication such as emails or face-to-face meetings to use for different quality management applications. **(10 marks)**

QUESTION 2

Organisational culture is the set of values, guiding beliefs, understandings and ways of thinking shared by members of an organisation and taught to new members as correct. Many organisations continue to face cultural barriers in their efforts to introduce a quality management philosophy.

- (a) Evaluate the different ways in which an organisation's culture can hinder attempts to develop a quality ideology within the company. **(15 marks)**
- (b) Discuss the steps organisations need to take to achieve the development of a more favourable culture. **(10 marks)**

SECTION B – ANSWER TWO QUESTIONS ONLY

QUESTION 3

Discuss the implications of each style of leadership on quality management in regards to the following five leadership styles:

- i. Autocratic
 - ii. Bureaucratic
 - iii. Laissez-faire
 - iv. Paternalistic
 - v. Democratic
- (25 marks)**

QUESTION 4

Existing evidence on goal-setting suggests that it can be an effective tool allowing an organisation to progress with a common goal, providing that everyone is clear regarding the expectations of them.

- (a) For an organisation of your choice, discuss the:
- i. Steps you would follow in order to establish meaningful goals;
 - ii. Processes you would implement within each of the steps to ensure that the organisation of your choice is able to secure better results through its employees.
- (15 marks)**
- (b) Select **one** motivation theory of your choice and evaluate how it could be applied to inspire employees to accept the goals and objectives established.

(10 marks)