

QUESTION 5

An effective communication system can assist an organisation and develop a quality management culture.

(a) For a successful quality management system, evaluate **three** factors an organisation should consider when implementing an effective communication system.

(9 marks)

(b) Modern organisations are required to communicate effectively both internally and externally. Describe and explain **four** different types of communication.

(8 marks)

c) Evaluate **two** advantages and **two** disadvantages of each of the four types of communication as outlined in 5(b).

(8 marks)



Chartered Quality Institute

CQI Examinations June 2015

Unit 501

People in Quality (Level 5)

22 June 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

An appropriate management style is often documented as being vital for the implementation of a valuable quality management system.

(a) For the three following management styles:

- Autocratic
- Bureaucratic
- Democratic

Explain **one** possible advantage and **one** disadvantage of each style.

(12 marks)

(b) In choosing **one** motivation theory of your choice; describe and explain how it can assist to inspire employees to accept the goals and objectives of the organisation.

(13 marks)

QUESTION 2

Evidence from successful organisations suggests that in order to continuously improve, organisations need to change.

(a) Provide a detailed description of **three** factors why organisations can display a reluctance to change.

(15 marks)

(b) For **two** of the three factors outlined in 2(a), describe and explain measures an organisation could take to aid change.

(10 marks)

SECTION B – ANSWER TWO QUESTIONS ONLY

QUESTION 3

Critics suggest that when organisations fail to link their goal setting process to the overall strategy, this reduces the value of the goals.

(a) Describe and explain **three** benefits of effective goal setting to organisations.

(15 marks)

(b) Evaluate **five** requirements that an organisation can use in its goal setting process.

(10 marks)

QUESTION 4

One of P. Crosby's steps towards building an effective quality program focuses on a need to establish quality councils.

(a) Explain how each of the following could assist organisations' quality management systems:

- Quality councils
- Work based learning / training.

(10 marks)

(b) Despite the popularity of suggestion schemes, their value can vary. Explain how you would implement and sustain an effective suggestion scheme in an organisation.

(15 marks)