

QUESTION 5

Evidence from innovative organisations suggests they often exhibit an appropriate willingness and ability to implement change successfully.

(a) Describe **three** reasons why organisations must embrace change in order to remain competitive.

(6 Marks)

(b) Describe and explain **three** reasons why organisations can often display a reluctance to change.

(9 Marks)

(c) For **two** of the factors outlined in (b), evaluate possible measures organisations can take to reduce or eliminate these obstacles to change.

(10 Marks)



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CQI Examinations June 2016

Unit 501

People in Quality (Level 5)

20 June 2016

Time: 9.40 – 12.10
(2½ hours)

At 9:30, you will have 10 minutes preparation time before the exam begins.
Your exam script will be handed out at 9:40.

Notes for candidates

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 side of paper.

Do not write in the margins.

SECTION A – ANSWER ALL 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 communication. 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

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

- (a) Evaluate **two** possible advantages and **two** disadvantages for the following management styles: (12 Marks)
- Autocratic
 - Bureaucratic
 - Democratic
- (b) Choose **one** motivation theory; describe and explain how it can assist in inspiring employees to accept the goals and objectives of the organisation. (13 Marks)

SECTION B – ANSWER TWO QUESTIONS ONLY

QUESTION 3

Evidence suggests that participative improvement and team activities assist in strengthening an organisation's quality management system.

- (a) Describe and explain **four** important aspects organisations should consider when implementing effective multi-functional teams. (12 Marks)
- (b) Define the concept of a "Steering Committee". (5 Marks)
- (c) Evaluate **four** possible benefits to an organisation from an effectively run "Steering Committee". (8 Marks)

QUESTION 4

Despite Deming's Principle 6 "Institute training on the job" and Crosby's Step 8 "Train supervisors in quality improvement", many organisations struggle to measure the true benefits of their internal training programs.

- (a) Evaluate **four** aspects an organisation should consider to ensure their training programmes support the organisation's quality improvement programs. (16 Marks)
- (b) An organisational culture constantly seeking to solve root problems supports organisational learning. Evaluate **three** benefits to an organisation adopting this ideology. (9 Marks)