

QUESTION 6

The Malcolm Baldrige National Quality Award is a model that organisations can use to develop and enhance their quality management system.

- (a) Describe the purpose of the Malcolm Baldrige National Quality Award and list **three** categories of business that are eligible for such an award. **(8 marks)**
- (b) List **four** of the Malcolm Baldrige National Quality Award criteria and for each one briefly explain what the criteria aim to achieve. **(12 marks)**

QUESTION 7

The EFQM Excellence Model can be used by an organisation of any size to aid the long-term sustainability of the company.

- (a) What does EFQM mean? **(2 marks)**
- (b) Draw a diagram to demonstrate the EFQM model. **(10 marks)**
- (c) Explain the terms “enablers” and “results” in detail. **(8 marks)**



Chartered Quality Institute

CQI Examinations January 2016

Unit 302

Management System Models (Level 3)

20 January 2016

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 **ALL THREE questions** in **Section A**. Attempt **any TWO** questions from **Section B**.
If you attempt two or more 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.

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 ALL QUESTIONS

QUESTION 1

The Customer Service Excellence standard was developed to offer public services a practical tool for driving customer-focused change within their organisation.

- a) The standard was designed to operate in three distinct levels – as a driver for continuous improvement, as a skills development tool and as an independent validation of achievement. Explain how each of these levels benefits an organisation. **(12 marks)**
- b) As a tool, the Customer Service Excellence standard tests several areas in great depth. List and briefly explain **four** of these areas. **(8 marks)**

QUESTION 2

There is more than one way an organisation can integrate its management system.

- (a) Name **two** types of integration an organisation can make. **(4 marks)**
- (b) Explain **four** steps an organisation should take to avoid replication of activities when applying the requirement of the standards. **(16 marks)**

QUESTION 3

It is generally expected that there are quality standards relating to products such as reliability. However, to ensure quality, an organisation also needs to consider service related activities and standards.

- (a) Briefly explain **three** service related activities by which an organisation may be judged by its customers. **(6 marks)**
- (b) Explain the importance of customer perception when considering customer service quality and give **one** example where customer perception may differ from the service standard adopted by the organisation. **(6 marks)**
- (c) Describe a possible customer service standard based on one of the three activities you identified in (a). Describe a possible target and explain how performance against this target could be reported. **(8 marks)**

SECTION B – ANSWER TWO QUESTIONS ONLY

QUESTION 4

Standards provide assurance to consumers that the product or service that they are acquiring is safe, consistent and fit for purpose.

- (a) Describe and compare Kitemark and CE marking. **(10 marks)**
- (b) Explain the role of a regulatory body. **(5 marks)**
- (c) Explain the role of a certification body. **(5 marks)**

QUESTION 5

Self-assessment methodology is often used to assess an organisation's achievement against various quality standards and systems.

- (a) Explain **three** advantages and **three** disadvantages of using a self-assessment methodology to assess quality within an organisation. **(12 marks)**
- (b) Briefly explain the benefits and limitations of using the following aspects of the quality management system to assess continual improvement:
- Staff competence
 - Supplier performance
 - Process management
 - Equipment maintenance.
- (8 marks)**