

QUESTION 5

Read the following extract from John Oakland TQM: *Text with Cases* and then respond to the questions that follow:

'The training and development of people at work has increasingly come to be recognised as an important part of human resources management. Through the 1980s, major changes in many organisations resulted in increasing workloads, the introduction of new technology and wider ranges of tasks, all of which required training provision. During the 1980s, initiatives such as ISO 9000, TQM, Investors in People, benchmarking, and self-assessment against frameworks such as the EFQM Excellence Model, have further highlighted the need for properly trained employees.'

a) Explain, giving **two** examples, how the training and development of people can contribute to the delivery and management of quality initiatives.

(10 marks)

b) Evaluate **three** ways that quality initiatives contribute to the success of quality improvement programmes and the performance of an organisation.

(15 marks)



Chartered Quality Institute

CQI Examinations June 2013

Unit 501

People in Quality (Level 5)

17 June 2013

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

Consider the following statement:

“Quality circles are a waste of time, and have been a failure in the UK. This is largely due to the cultural differences between the UK and where they were first conceived in Japan.

a) Describe the goals and objectives of a quality circle.

(9 marks)

b) Using appropriate illustrations and examples, argue to what extent you do or do not agree with the statement: “Quality circles are a waste of time, and have been a failure in the UK”.

(16 marks)

QUESTION 2

Resistance to change can be a hurdle to overcome as people resist what they perceive to be a threat. Describe **five** elements of Juran’s theory of Resistance to Change, and show how they can be applied to an organisation of your choice.

(25 marks)

SECTION B – ANSWER TWO QUESTIONS ONLY

QUESTION 3

Kaizen refers to the philosophy or practices that focus upon continuous improvement of processes in all functions, both manufacturing and service, which involve all employees from the CEO to those in the lowest strata of an organisation’s hierarchy.

a) Evaluate the underpinning philosophy of Kaizen.

(15 marks)

b) Describe **two** of the seven wastes of quality and illustrate how they can be used by quality improvement teams.

(10 marks)

QUESTION 4

Vision and mission statements are essential for continuous improvement, and help to identify and make the link between the organisation’s culture and its management’s role in the setting of strategy.

a) Define the term ‘organisational culture’.

(5 marks)

b) Evaluate how the values of a supportive organisational culture can contribute to continuous improvement programmes.

(10 marks)

c) Explain the purpose of a mission statement and how this can be translated into tangible goals by the organisation.

(10 marks)