



Chartered Quality Institute

CQI Examinations January 2013

Unit 501

People in Quality (Level 5)

21 January 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

Read the following extract from John Oakland's *TQM: Text with Cases* and answer the questions that follow:

"The task of implementing TQM can be daunting and the chief executive faced with this may draw little comfort from the 'quality gurus'. The first decision is where to begin and this can be so difficult that many organisations never get started. This has been called TQP – total quality paralysis!"

- a) Evaluate to what extent you agree with Oakland's assertions that the quality gurus offer little comfort for those who are intending to implement TQM into their organisations. (15 marks)
- b) Describe **TWO** reasons why organisations might not get started with the implementation of TQM. (10 marks)

QUESTION 2

Stakeholder relationships are vital ingredients in the continuous improvement strategy of an organisation for example, self-directed teams, Kaizen, quality circles and suggestions schemes.

- a) Define the term 'stakeholder' and give **TWO** examples. (5 marks)
- b) Evaluate the role and function of **TWO** types of stakeholders in the management of quality. (10 marks)
- c) Using the two types of stakeholders in part (b), discuss how you would resolve any potential conflicts that might occur between them. (10 marks)

SECTION B – ANSWER TWO QUESTIONS ONLY

QUESTION 3

Consider the following statement:

"Communication in organisations is often cited as being an essential element in its effective and efficient operation. Communication is the glue that holds an organisation's culture together and the genesis of innovative practices."

Using **FIVE** examples, evaluate to what extent this statement is or is not true within an organisation with which you are familiar.

(25 marks)

QUESTION 4

It can be argued that quality is a human activity, and that clear leadership is essential in the management and motivation of people.

- a) Describe the **FOUR** essential characteristics of a leader needed in the development of an organisational learning culture. (16 marks)
- b) Give **THREE** examples of how a good leader motivates their people to achieve excellence. (9 marks)

QUESTION 5

Resistance to change can be a hurdle to overcome as people resist what they perceive to be a threat. Describe Juran's theory of Resistance to Change and Rules of the Road, and how these could be used in an organisation of your choice.

(25 marks)