



Chartered Quality Institute

CQI Examinations January 2014

Unit 501

People in Quality (Level 5)

20 January 2014

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

W. Edwards Deming proposed 14 principles of quality management. Evaluate and discuss to what the following are applicable to contemporary organisations:

- a) Principle 5: Improve constantly and forever the system of production and service, to improve quality and productivity, and thus constantly decrease costs. (13 marks)
- b) Principle 14: Put everybody in the company to work to accomplish the transformation. The transformation is everybody's job. (12 marks)

QUESTION 2

Evaluate how different methods and approaches of communication may be used in the practice of quality management, using **five** examples of illustrations.

(25 marks)

SECTION B – ANSWER TWO QUESTIONS ONLY

QUESTION 3

a) The “Toyota Way” is an example of a set of principles, and behaviours that underpin the Toyota Motor Corporation’s management approach and production. Discuss in what ways the following can contribute to more integrated working practices in an organisation:

- Multi-functional teams
- Voluntary improvement teams
- Suggestion schemes.

(15 marks)

b) It can be argued that continuously solving root problems can drive and lead to organisational learning. Describe the benefits to an organisation adopting this philosophy.

(10 marks)

QUESTION 4

Philip Crosby coined the term “Doing it right first time” (DRIFT). Using an example that you are familiar with, describe and explain how DRIFT might be implemented as an objective within a quality management system for a service process of your choice. The example may be either a service element within a manufacturing process, for example, sales activities, or a service process, for example, a financial service.

(25 marks)

QUESTION 5

The following is an extract from Jeffrey K. Liker’s, *The Toyota Way - 14 Management Principles*:

‘I believe management has no more critical role than to motivate and engage large numbers of people to work together toward a common goal. Defining and explaining what the goal is, sharing a path to achieving it, motivating people to take the journey with you, and assisting them by removing obstacles - those are management’s reasons for being’.

a) Illustrate, with examples, how **two** of the following can be achieved using goal setting theory and the SMART criteria:

- The reduction in the waste of inventory in a manufacturing or service process.
- The implementation of a new quality tool or technique to enhance continuous improvement.
- The reduction in the waste of defects in a manufacturing or service process.

(16 marks)

b) Using an example of your choice, evaluate how a motivation theory of your choice can be applied to empower people in the workplace.

(9 marks)