

QUESTION 5

A supportive organisational culture is essential in the pursuit of an effective quality management system.

(a) Evaluate **three** factors that could negatively impact an organisation's culture, creating issues in its efforts to implement a quality management system.

(15 marks)

(b) For **two** of the three factors outlined in 2 (a), describe and explain corrective measures an organisation could take to lessen the impact.

(10 marks)



Chartered Quality Institute

CQI Examinations January 2016

Unit 501

People in Quality (Level 5)

18 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 **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

Kaizen is applied widely in many organisations as an aid towards greater levels of efficiency.

(a) Explain the term 'Kaizen'.

(5 marks)

(b) Describe and explain **four** possible wastes encountered within organisations.

(12 marks)

(c) For **two** of the wastes identified in (b), discuss possible ways in which an organisation could remove or reduce this category of waste.

(8 marks)

QUESTION 2

Modern organisations recognise the importance of effective leadership as a means to remaining competitive.

(a) Evaluate **four** essential characteristics of an effective leader.

(12 marks)

(b) Describe and explain how 'multi-functional' teams can support an organisation to deliver and manage quality initiatives.

(13 marks)

SECTION B – ANSWER TWO QUESTIONS ONLY

QUESTION 3

Effective communications with stakeholders are vital for any organisation hoping to develop a quality system. For an organisation of your choice:

(a) Explain the term 'stakeholder'.

(5 marks)

(b) In reference to the management of quality, evaluate the responsibility and purpose of:

- **One** type of internal stakeholder
- **One** type of external stakeholder.

(8 marks)

(c) Discuss **three** potential problems organisations might face when communicating with external stakeholders.

(12 marks)

QUESTION 4

Deming's principle 9 suggests organisations should strive towards breaking down barriers between departments. The principle implies a need for people to work as a team.

(a) Define the concept of organisational structures and evaluate **three** differences between a 'functional' and a 'matrix' structure.

(7 marks)

(b) Organisations are often keen to determine individuals' team roles. Evaluate **three** reasons why organisations may wish to learn individuals' team roles.

(6 marks)

(c) Select **four** team roles and describe and explain each one's possible impact on quality performance in an organisation.

(12 marks)