

QUESTION 5

Dr W Edwards Deming is credited as having defined the plan-do-check-act (PDCA) cycle which is an iterative four-step management process used extensively in all types of businesses.

- (a) Discuss how a team using horizontal and vertical communication styles might progress continual improvement goals within an organization.
(10 marks)
- (b) Continual improvement through performance goals requires effective feedback. Define how goal setting can encourage a two way communication process between a supervisor/project manager and a member of their team.
(15 marks)



Chartered Quality Institute

CQI Examinations June 2011

Unit U501

People in Quality (Level 5)

20 June 2011

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.

SECTION A – ANSWER BOTH QUESTIONS

QUESTION 1

Armand V. Feigenbaum proposed that aspects of total quality control, later called total quality management, could provide an industrial cycle that would define the quality process from concept to market place.

- (a) Analyse how a steering committee could provide a channel to develop an industrial cycle within an organisation.
- (15 marks)**
- (b) Discuss how voluntary improvement activities might improve the communication of a total quality message or approach.

(10 marks)

QUESTION 2

Philip B Crosby was a businessman and author who contributed to management theory and quality management practices. One of the quality principles defined by Philip Crosby was 'doing it right first time' (DIRFT).

Describe and explain how DIRFT 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)

SECTION B – ANSWER TWO QUESTIONS ONLY

QUESTION 3

Communication is the activity of conveying information. Communication requires that the communicating parties develop a shared understanding or approach.

- (a) Discuss the merits and disadvantages of written communications, for example, e-mails, compared to communicating the same quality management messages face to face, for example, team briefings.
- (15 marks)**
- (b) Face to face communication is both verbal and non-verbal. Non-verbal communications include body language and the workplace environment's impact on the message, e.g. office equipment, furniture and any uniforms worn.

Analyse how non-verbal communications can be used to share continual improvement messages and ideas.

(10 marks)

QUESTION 4

Kaizen refers to the philosophy or practices that focus upon continuous improvement of processes in all functions, both manufacturing and service, and involving all employees from CEO to operators.

- (a) Describe how kaizen can be implemented in an organization.
- (15 marks)**
- (b) Discuss how quality circles can be an integral part of achieving kaizen.
- (10 marks)**