

QUESTION 5

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) Describe how Kaizen can be implemented in an organisation.
(15 marks)

(b) Discuss how quality improvement teams can be an integral part of achieving Kaizen.
(10 marks)



Chartered Quality Institute

CQI Examinations June 2012

Unit 501

People in Quality (Level 5)

18 June 2012

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

Philip Crosby coined the term ‘Doing it right first time’. Using an example that you are familiar with, describe and explain how this approach 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 2

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

(a) Evaluate **TWO** essential characteristics of a leader.

(10 marks)

(b) Give **THREE** examples how a good leader motivates their people to achieve excellence.

(15 marks)

SECTION B – ANSWER TWO QUESTIONS ONLY

QUESTION 3

In his text, ‘TQM: Text with Cases’, John Oakland claims that:

‘Total Quality Management will significantly change the way many organisations operate and do business. This change will require direct and clear communication from the top management to all staff and employees, to explain the need to focus on processes. Everyone will need to know their roles in understanding processes and improving their performance.’

Using suitable illustrations and examples, argue to what extent top management can use effective communication to affect a successful TQM implementation strategy.

(25 marks)

QUESTION 4

W. Edwards Deming advocated 14 principles of quality management. Principle 10 states:

‘Eliminate slogans, exhortations, and targets for the work force asking for zero defects and new levels of productivity. Such exhortations only create adversarial relationships, as the bulk of the causes of low quality and low productivity belong to the system and thus lie beyond the power of the work force.’

(a) Evaluate Deming’s statement to argue for or against the use of slogans, exhortations, and targets for the work force.

(16 marks)

(b) Provide **THREE** examples where exhortations ‘only create adversarial relationships’.

(9 marks)