

QUESTION 5

Customers are the final arbiter of the quality of a product or service. Customer expectations for quality can be stated, unstated or hidden. While most organisations strive to understand customers' requirements and provide what the customer wants, failure to meet any of their requirements can result in a complaint and expectations that things will be put right.

- a) Using an organisation of your choice, describe and critically analyse the process or processes used to ensure that the quality expectations of customers are delivered. Explain the role of the quality function in these.

(12 marks)

- b) Describe and critically analyse the process that your selected organisation uses to capture and deal with customer issues, ensuring that you describe the potential outcomes for the customer and the potential impacts on the organisation.

(13 marks)



Chartered Quality Institute

CQI Examinations January 2013

Unit 504

Quality Management (Level 5)

22 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

ISO9000:2005 Quality Management System – Fundamentals and Vocabulary list Eight Quality Management Principles that can be adopted by top management to help achieve improvement in organisational performance. These are:

- I. Customer focus
- II. Leadership
- III. Involvement of people
- IV. Process approach
- V. System approach to management
- VI. Continual improvement
- VII. Factual approach to decision making
- VIII. Mutually beneficial supplier relationships

- a) Selecting any **FIVE** of the eight principles, for each of the five, provide a definition and an explanation of the principle. **(20 marks)**
- b) Explain how these principles can be used by top management to drive quality improvement within an organisation. **(5 marks)**

QUESTION 2

In the drive for continuous improvement, many organisations adopt quality costing programmes to focus top management attention on reducing waste. One model commonly used for quality costing is the Prevention, Appraisal and Failure (PAF) model, as described in BS 6143 Part 2.

- a) Provide a definition for the ‘cost of quality’ explaining why these costs are incurred. **(5 marks)**
- b) Using the PAF quality costing model, or another commonly recognised quality cost model, describe the potential problems in implementing a quality cost programme and what can be done to overcome these problems. **(10 marks)**
- c) Explain how the data collected can be reported and utilised to achieve improvement in quality and reductions in costs. Include and explain **THREE** suitable examples of how quality costs could be reported to senior management. **(10 marks)**

SECTION B – ANSWER TWO QUESTIONS ONLY

QUESTION 3

The complexity of an organisation usually grows as the size of the organisation increases. One method to help an organisation to remain effective as it grows is to focus on a process approach to managing the organisation.

- a) In the context of such an organisation, provide a common definition that can be used to describe any business process. **(5 marks)**
- b) Often described as key processes and support processes, describe and evaluate a method that can be used to identify the critical processes that should be the focus of improvement activities within an organisation. Use an organisation of your choice to provide examples of these processes and discuss how your selected method identifies the processes to support your answer. **(14 marks)**
- c) Using one of the processes identified above to illustrate your answer, define and describe **THREE** dimensions that may be used to measure process performance. **(6 marks)**

QUESTION 4

There are many approaches to managing change and problem solving with the Plan, Do, Check, Act (PDCA) cycle being one adopted by many organisations.

- a) Using a diagram or diagrams to support your answer, explain what the PDCA cycle is. **(5 marks)**
- b) Describe, in detail, the four stages of the PDCA cycle and provide **TWO** examples of activities at each stage. **(12 marks)**
- c) Using an example of the application of the PDCA cycle of your own choosing, provide a description of your example and how it was applied in an organisation. From your example, draw conclusions on how the PDCA cycle can support the effective resolution of problems or business improvement. **(8 marks)**