

QUESTION 5

A quality management principle is a comprehensive and fundamental rule or belief for an organization aimed at continually improving performance strategically through focus on customers, while addressing the needs of all other stakeholders.

Evaluate the key benefits to organizations who apply the eight quality management principles contained in ISO 9000:2000, Quality Management Systems – Fundamentals and Vocabulary, together with an example for each of what the application of the principle could lead to.

The eight quality management principles are:

1. Customer focus
2. Leadership
3. Involvement of people
4. Process approach
5. System approach to management
6. Continual improvement
7. Factual approach to decision making
8. Mutually beneficial supplier relationships.

(25 marks)



Chartered Quality Institute

CQI Examinations June 2011

Module U504

Quality Management (Level 5)

21 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

Performance improvement is the concept of measuring the output of a particular process and then making changes to that process to increase output, increase efficiency or to increase the effectiveness of the process.

- (a) Discuss the strategic importance of the plan-do-check-act (PDCA) cycle in achieving continual improvement within an organization.
(16 marks)
- (b) Evaluate how the setting of objectives and targets will support quality planning.
(9 marks)

QUESTION 2

The costs for producing a quality product or providing a quality service must be carefully managed to ensure that the business remains profitable and competitive.

- (a) Compare and contrast the advantages and disadvantages of an organization carrying out a quality costing analysis.
(10 marks)
- (b) Describe the activities that would be separated into prevention, appraisal and failure costs.
(15 marks)

SECTION B – ANSWER TWO QUESTIONS ONLY

QUESTION 3

Organizations find themselves in a challenging and changing situation. In order to remain in business, they must be flexible, responsive to changing market conditions, customers and competition.

People development is an important part of quality management. To support this, the organization must have a workforce that is skilled, knowledgeable and competent.

- (a) Discuss the strategic importance of investing in training and development from an organizational and individual perspective.
(10 marks)
- (b) A training needs analysis is often used to gather data on the skills and knowledge possessed by the existing workforce. Outline the way in which a training needs analysis may be undertaken at organizational, departmental and individual level.
(15 marks)

QUESTION 4

The ability to meet stakeholder requirements is vital to any organization. It is therefore necessary to have ways in which to measure stakeholder satisfaction.

- (a) Define what is meant by 'stakeholders' and outline the different kinds you could find in an organization.
(10 marks)
- (b) Outline a way in which an organization could evaluate customer/client satisfaction.
(7 marks)
- (c) Appraise the value of carrying out stakeholder analysis within an organization.
(8 marks)