

QUESTION 5

The identification of business processes and support processes, and the prioritisation, management and improvement of the resources deployed in their support are key to organisational development.

- (a) Define what key business processes and support processes are and identify a methodology that an organisation may use to determine these.
(15 marks)
- (b) Using an organisation of your choice, list **TWO** examples of possible key business processes and **TWO** examples of support processes, explaining why you have chosen the examples provided.
(4 marks)
- (c) Describe, with the aid of a diagram, how a management system may be structured to support an effective key business process to assure provision of customer and stakeholder needs.
(6 marks)



Chartered Quality Institute

CQI Examinations June 2012

Unit 504

Quality Management (Level 5)

19 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

PDCA is a methodology that is adopted by many organisations.

- (a) With the aid of a diagram, describe what the PDCA methodology is and why organisations might choose to adopt it. **(5 marks)**
- (b) Using the PDCA methodology, describe in detail the stages involved and provide **TWO** examples of the activities involved in each stage. **(8 marks)**
- (c) Identify **FOUR** key stakeholders for a quality improvement project, their roles, their likely expectations and the commitments to the project that they need to make if the project is to be a success. **(12 marks)**

QUESTION 2

Understanding and controlling costs in an organisation is essential if products and services are to be competitive in the market place. One method to help with this is a cost of quality model.

- (a) Using examples to demonstrate your arguments, discuss the benefits and difficulties of implementing a cost of quality programme within an organisation. **(12 marks)**
- (b) For each quality cost, prevention, appraisal and failure, identify three examples (nine in total) and explain why the examples fit into the category that you have chosen. **(9 marks)**
- (c) Within cost of quality programmes, conflicts in the classification of activities may occur. Provide one example of such an activity, explaining why the conflict may exist and how you would propose to deal with the conflict. **(4 marks)**

SECTION B – ANSWER TWO QUESTIONS ONLY

QUESTION 3

It can be argued that quality management principles, as described in ISO 9000:2005 Quality Management System – Fundamentals and Vocabulary, are at the core of an effective organisation.

- (a) Describe, in detail, the quality management principles of:
- (i) Involvement of people **(4 marks)**
 - (ii) Continual improvement **(4 marks)**
 - (iii) Factual approach to decision making **(4 marks)**
 - (iv) Mutually beneficial supplier relationships. **(4 marks)**
- (b) Describe how each of the principles listed above could be used to support the achievement of strategic objectives to improve the following processes:
- (i) Develop and introduce a new product / service and
 - (ii) Provide customer focus and service. **(9 marks)**

QUESTION 4

Focusing on customer needs is essential if an organisation is to be effective. One method of achieving this is to align business process to effectively provide the products and services that customers require and to continually improve these processes.

Using an organisation of your choice to explain your arguments, discuss how the quality function can best be organised to support and improve the effectiveness of business processes to ensure that market needs are met.

Include in your discussion examples of quality activities from the full scope of the organisation (i.e. identification of market needs, development or acquisition of new products or services, provision of new products or services and after sales support of products and services).

(25 marks)