

Tutorial letter 101/3/2018

Total Quality Management MNO3703

Semesters 1 and 2

Department of Operations Management

IMPORTANT INFORMATION:

This tutorial letter contains important information
about your module.

BARCODE

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1 INTRODUCTION

Dear Student

We have pleasure in welcoming you to this module on total quality management. We trust that you will have a pleasant, stimulating and most successful journey. If you grasp the potential economic impact of “adding value”, then you will agree that a country’s economic growth depends directly on this. Therefore, the importance of this discipline can only be appreciated fully if the contribution of productive transformation processes in the economy is understood.

The study material is an integrated package. Do not merely study the prescribed book. Your module online can be regarded as your “lecturer” – please follow the guide (with additional activities and examples) as it takes you through the module’s 18 study units with very specific learning outcomes.

Important: It is imperative that you study this tutorial letter thoroughly as it provides important information on general matters pertaining to all undergraduate modules.

2 PURPOSE OF AND OUTCOMES FOR THE MODULE

2.1 Purpose

The primary purpose is to obtain an understanding of the holistic approach to managing quality and its application. This implies managing the complete range of “hard” and “soft” components for quality which includes all the teachings, methods and tools to prevent errors (waste) and improve performance in both the internal and external context of the organisation.

2.2 Outcomes

- i. Students must understand the foundations of TQM as well as appreciate the importance of TQM in businesses, organisations or other institutions in South Africa.
- ii. Students must be conversant with planning and design for TQM.
- iii. Students must understand the relationship between process knowledge and process improvement.
- iv. Students must understand the relationship between TQM and performance measurement.
- v. Students can understand the relationship between quality and people and implementing TQM.

3 LECTURER AVAILABILITY AND CONTACT DETAILS

3.1 Lecturer availability

The lecturer for this module will be available to take phone calls on academic matters and/or to attend to students who may prefer to visit personally for academic engagement. However, personal visits can only be granted to discuss those academic content-related issues which could not be resolved via e-mail and telephone conversations. The days and times of lecturer's availability will be communicated in the module page on myUnisa. These days and times are subject to change in order to accommodate the lecturer's work schedule and other commitments. The changes on the days and times will be communicated by the lecturer in advance through the announcement option on myUnisa. Students are advised to check the module page on myUnisa before making phone calls or visiting the lecturer's office for academic enquiries/engagements.

Please make an appointment beforehand if you wish to visit a lecturer personally.

The lecturers for this module for 2018 are shown below. It is important to note that this module has two lecturers, each responsible for a specific part of the syllabus. If you have an enquiry, please make sure you contact the lecturer responsible for the relevant part of the module.

Lecturer	E-mail address
Mr Feizel Ally	allyf@unisa.ac.za
Prof. Jacobus Johannes Oschman	oschmanjj@unisa.ac.za

4 MODULE-RELATED RESOURCES

4.1 Prescribed books

Together with the module online and tutorial letters, you will need the following prescribed book for this module:

Oakland, JS. 2014. *Total quality management and operational excellence: text with cases*. 4th edition. New York: Routledge. ISBN 9780415 635509

We strongly advise you to obtain the prescribed book as soon as possible to avoid any delays in starting your studies in this module.

4.2 Recommended books

There are numerous books in the Library on TQM. Please read widely on this module as a grasp of the theoretical underpinnings will really assist you.

4.3 Library services and resources information

For more detailed information, go to the Unisa website: <http://www.unisa.ac.za/>, click on Library For research support and services of Personal Librarians, go to: <http://www.unisa.ac.za/Default.asp?Cmd=ViewContent&ContentID=7102>

The Library has compiled numerous library guides:

- find recommended reading in the print collection and e-reserves - <http://libguides.unisa.ac.za/request/undergrad>
- request material - <http://libguides.unisa.ac.za/request/request>
- postgraduate information services - <http://libguides.unisa.ac.za/request/postgrad>
- finding , obtaining and using library resources and tools to assist in doing research http://libguides.unisa.ac.za/Research_Skills
- how to contact the Library/find us on social media/frequently asked questions - <http://libguides.unisa.ac.za/ask>

5 STUDENT SUPPORT SERVICES FOR THE MODULE

Please note that the lecturers prefer communication by e-mail. The lecturers' offices are situated on Unisa's Main Campus at Muckleneuk Ridge. An appointment must be made for personal visits.

As lecturers we would like to request students not to wait until the last moment before contacting us. We would like to attend to your enquiry efficiently and timeously.

Important: The lecturers can only assist you with academic enquiries. Do not contact the lecturers regarding any administrative matters. In such cases, please contact the department or section concerned.

5.1 Predatory providers of classes and examination support

Please be aware of the existence of multiple fraudulent and predatory providers of classes and examination guidance to Unisa students. Please note that Unisa does not have agreements with any of these agencies/schools/colleges to provide tuition or support to our students. Unisa also does not provide these predators with study material, guidelines or your contact information. These providers may not have the necessary expertise to assist you and often charge exorbitant fees. If you receive an invitation from any agency or college, it is best to confirm with your lecturer whether the provider is a legitimate Unisa partner.

5.2 TVET Agreements

Unisa does, however, have agreements with a number of TVET Colleges to provide contact tuition and support for students in the following Higher Certificates:

- Higher Certificate in Economic & Management Sciences
- Higher Certificate in Banking
- Higher Certificate in Tourism
- Higher Certificate in Accounting Sciences

More information on this is available on the Unisa website.

6 MODULE-SPECIFIC STUDY PLAN

After you have registered, you should receive a module online, as well as Tutorial Letter 101 and a general tutorial letter (Tutorial Letter 301) by post. Please ensure that you have these items before you start your studies. The module online serves as a manual for studying the study guide for your prescribed textbook.

Please note: the module online guide does not replace the prescribed book.

7 MODULE PRACTICAL WORK AND WORK-INTEGRATED LEARNING

Since this module is offered online, all study material is available on the internet through myUnisa at <https://my.unisa.ac.za>. You will also receive the study material in hard copy by post. However, in order to avoid any delays in your progress, please check the myUnisa website regularly and download the study material as it becomes available. Do not wait until the study material arrives by post.

8 ASSESSMENT

8.1 Assessment criteria

Please consult Tutorial Letter MNALLEQ/301/4/2016 about the following:

- administrative matters concerning the assignments
- guidelines for answering essay questions
- key concepts for the examinations

8.2 Assessment plan

Please note that **Assignment 01 and Assignment 02** for MNO3703 are both **compulsory** assignments. Assignment 03 consists of “essay-type” questions; this assignment is voluntary and for self-assessment purposes. You will receive feedback on all assignments in Tutorial Letter 201 later in the semester.

8.3 General assignment numbers

Semester 1

Assignment	Due date	Unique number
Assignment 01	15 March 2018	641153
Assignment 02	13 April 2018	724003

Semester 2

Assignment	Due date	Unique number
Assignment 01	23 August 2018	648536
Assignment 02	21 September 2018	726004

9 OTHER ASSESSMENT METHODS

Self-assessment

In this module, you will be in charge of your own progress. That means you will have to work on a regular basis. We will give you all the support we can, but it is ultimately up to you to decide how you will master the required skills.

In order to master the outcomes for this module, you should plan your learning experience strategically. When planning your studies, bear in mind that your preparation for the examination should start today. By the time you write the examination, you will be well prepared for it if you have completed all the activities in the module online as well as all the assignments in Tutorial Letter 101.

Distance learning demands self-assessment

Through self-assessment students increasingly take responsibility for their own education, and completing and marking an assignment serves as a learning experience. There is clear evidence that self-assessment enriches the learning experience. This is especially true in the case of distance education. Research has shown that the ability to evaluate your own work is a key element of any type of learning and is an ability that must be cultivated if you wish to engage effectively in lifelong learning.

Self-assessment will become easier as you progress as a student. We know from experience that as a student's learning experience is enriched through self-assessment; the pass (success) rate rises accordingly.

Methods and levels of evaluation

Self-assessment has various dimensions because of its overall complexity. For instance, there are various levels and methods of evaluation. Examples of evaluation levels are knowledge, insight, application, analysis and synthesis. Learning objectives should be described in terms of one or more of these assessment levels. You can apply the following principles when assessing your assignment answer:

- Make sure that you know the purpose of the assessment. For example, does it test your knowledge of a concept or does it assess your ability to apply your knowledge to a specific situation?
- Determine the criteria for evaluating the achievement. For example, do you have to show your calculations? Will you receive extra marks for citing relevant examples from your own workplace?
- Compare your answer with the model answer. Be critical when you do this. Look where you can improve and see if you interpreted the concept the same way as the lecturer did.
- After you have assessed your answer, rewrite it and reflect on the following:
 - What have I learnt from doing the assignment?
 - What knowledge and skills have I acquired in the process?
 - Which of these skills will I be able to apply in my work situation?

10 EXAMINATION

Please note that the examination for the module MNO3703 will cover all topics discussed in the module online. It is a closed-book examination, which means that you may not make use of any of the study material to answer the examination paper. You must therefore know, understand and be able to apply **ALL** the work. Hence, we urge you to not leave out or ignore any part of the study material when preparing for the examination.

The format of the examination paper is a combination of multiple-choice and essay-type questions.

The examination paper counts a total of 70 marks, consisting of two sections. Section A contains ten multiple-choice questions, worth one mark each. Section B consists of three essay-type questions and each question has a number of sub-questions. You need to select only two questions from Section B, each counting 30 marks. Therefore, the total for Section A is 10 marks and the total for Section B is 60 marks. The duration of the examination will be two hours.

11 FREQUENTLY ASKED QUESTIONS

Please refer to the module online (MyUNISA) for any FAQs that you may have or alternatively contact your lecturer for assistance.

12 ADDITIONAL SOURCES

Quality management is a very interesting subject, since it occurs all around us. There are many useful websites that can help you to familiarise yourself with this internationally recognised field. So take your mouse on a journey through the world-wide web of quality management!

- The American Society for Quality (ASQ):
<http://asq.org>
- The Deming Institute:
www.deming.org
- The South African Quality Institute (SAQI):
<http://saqi.co.za/dnn6/>
- The Chartered Quality Institute (CQI):
<http://www.thecqi.org/>
- The Baldrige National Quality Program:
<http://www.nist.gov/baldrige/>
- Management by Objectives:
http://www.managementhelp.org/plan_dec/mbo/mbo.htm
- An overview of Six Sigma from GE's perspective:
<http://www.ge.com/en/company/companyinfo/quality/whatis.htm>

- A tutorial on Statistical Process Control:
<https://www.moresteam.com/toolbox/statistical-process-control-spc.cfm>
- The basic quality tools – some useful resources from ASQ:
<http://asq.org/learn-about-quality/seven-basic-quality-tools/overview/overview.html>

13 CONCLUSION

We wish you a successful year of study and we hope that you will find this module interesting and stimulating. We are convinced that this module can make a significant contribution to both your personal and professional development. You are welcome to consult us at any time should you encounter any problems in your studies.

Kind regards

Mr Feizel Ally

Prof Jacobus Johannes Oschman

DEPARTMENT OF OPERATIONS MANAGEMENT – UNISA

14 ANNEXURE A: ASSIGNMENT 01 (SEMESTER 1)

SEMESTER 1

ASSIGNMENT 01 (Compulsory)

Due date: 15 March 2018

Unique number: 641153

Assignment 01 for MNO3703 consists of 20 multiple-choice questions, which cover topic 1 (study units 1 to 3) and topic 2 (study units 4 to 9).

Answer all of the following questions. Please select only one of the options 1, 2, 3, 4 or 5. Each correct answer is allocated one mark each. No negative marking is applied.

- 1 To achieve quality throughout an organisation, each person in the quality chain must interrogate every interface. Which four of the following questions are correct?
 - a. Who are my immediate customers?
 - b. How do I monitor changes in the requirements?
 - c. Who are my immediate suppliers?
 - d. How do I inform suppliers of changes in the requirements?
 - e. Who are the customers that want to purchase the product?
 1. a, b, c, d
 2. a, b, c, e
 3. a, c, d, e
 4. b, c, d, e
 5. a, b, d, e

- 2 Which one of the following statements below describes quality?
 1. meeting the supplier requirements
 2. meeting the customer requirements
 3. meeting the organisation requirements
 4. meeting the organisation and supplier requirements
 5. meeting the organisation and employee requirements

- 3 Which four of the following themes are correct when referring to a framework in which organisations are assessed?
- leadership, management, strategy planning, results
 - leadership, customer focus, workforce focus, operation focus
 - leadership, customer focus, results, operation focus
 - leadership, customer focus, results, workforce focus
 - leadership, customer focus, results, strategic planning
- a, b, c, d
 - b, c, d, e
 - a, b, d, e
 - a, b, c, e
 - a, c, d, e
- 4 Which one of the following represent the 4 Ps of the TQM model?
- planning, project, people, place
 - performance, people, presentation, process
 - planning, performance, process, people
 - process, people, performance, project
 - people, place, project, performance
- 5 Which one of the following is related to Total Quality Management?
- a reinvention process
 - challenges current practices and processes
 - improves the competitiveness, effectiveness and flexibility of a whole organisation
 - creates improved goals and practices for the organisation
 - compares business practices with those of world-class organisations

6 When designing a quality policy, which of the four statements below are the key idea that should be included by management?

- a. Identify the supplier needs (including perception).
- b. Assess the ability of the organisation to meet these needs economically.
- c. Review the quality management systems to maintain progress.
- d. Ensure that sub-contractors or suppliers share your values and process goals.
- e. Concentrate on the “prevention rather than detection” philosophy.

1. a, b, c, d
2. a, b, c, e
3. b, c, d, e
4. a, c, d, e
5. a, b, d, e

7 What is the process used to provide information or feedback to keep all functions on track?

1. customer focus
2. control
3. communication
4. culture
5. strategy

8 When developing a strategy, which one of the following provide the mission statement for an organisation?

1. vision
2. leadership
3. purpose
4. generic strategies
5. customer focus

9 Strategic planning is the continuous process by which any organisation describes its destination. Which one of the following options is the most important for an organisation to achieve its objectives?

1. leadership
2. management
3. participants
4. trade unions
5. standards

10 Business, technologies and economies have developed in such a way that most organisations now recognise the increasing need to establish mutually beneficial relationships with other organisations, often called “partners”. Which one of the following are five key dimensions for good collaborative working partners?

1. strategic alignment, customer focus, decision-making and governance, communication and transparency, organisational improvement.
2. strategic planning, customer focus, decision-making and governance, communication and transparency, investment and improvement.
3. strategic alignment, customer demand, decision-making and governance, communication and transparency, investment and improvement.
4. strategic alignment, customer focus, decision-making and governance, communication and transparency, investment and improvement.
5. strategic alignment, customer focus, corporate governance, communication and transparency, investment and improvement.

11 Which four of the following concepts identify JIT operational problems?

- a. Material movements – when material stops, diverts or goes backwards, this always correlates with an aberration in the process.
- b. Component reliability – the propensity for a part to fail over a given time.
- c. Material accumulations – these are a buffer for problems and excessive variability.
- d. Process flexibility – an absolute necessity for flexible operation and design.
- e. Value-added efforts – much of what is done does not add value, and the customer will not pay for it.

1. a, b, c, d
2. a, b, c, e
3. a, c, d, e
4. a, b, d, e
5. b, c, d, e

12 Companies with impressive records of product or service-led growth have demonstrated a state-of-the-art approach to innovation based on three principles of design. Which three of the following are the principles of design?

- a. Strategic balance between product/service and process development ensures that product and service innovation maintains market position, while process innovation ensures that production risks in safety, quality and productivity are effectively controlled and reduced.
- b. A customer-benefits package consists of both tangibles that define the service and intangibles that make up the service.
- c. Direct control should be concentrated on critical decision points, since meddling by very senior people in day-to-day project management can delay and demotivate staff.
- d. Teamwork ensures that once projects are under way, specialist inputs, e.g. from marketing and technical experts, are fused and problems are tackled simultaneously. The teamwork should be urgent yet informal, for too much formality can stifle initiative, flair and the “fun” of design.
- e. Innovation entails both the invention and design of radically new products and services.

1. a, b, c
2. a, c, d
3. a, b, d
4. b, c, d
5. a, c, e

13 Which one of the following options provide “the dimensions, concentration and turn-around time” of a product or service?

1. standardisation
2. operations
3. human resource management
4. parameters
5. design

14 Which one of the following is associated to the mnemonic SMART of the design measures?

1. simple, meaningful, appropriate
2. simple, mostly, appropriate
3. applicable, relevant and today
4. simple, apt and today
5. simple, meaningful, apt

15 In the cycle of never-ending improvement and performance measurement, which of the following four options are correct?

- a. tracking progress against organisational goals
- b. defining the customer's requirement to the organisation's internal specifications
- c. identifying opportunities for improvement
- d. comparing performance against internal standards
- e. comparing performance against external standards

- 1. a, c, d, e
- 2. b, c, d, e
- 3. a, b, d, e
- 4. a, b, c, e
- 5. a, b, c, d

16 Which of the following three concepts should self-assessment demonstrate when developing a strategy?

- a. the reinvention process, services blueprinting, communication
- b. developed, reviewed and updated
- c. deployed through a framework of key processes
- d. communicated and implemented
- e. based on present and future needs and expectations of stakeholders

- 1. a, b, c
- 2. b, c, d
- 3. c, d, e
- 4. a, c, e
- 5. b, d, e

17 The main "motors" for driving an organisation towards its vision or mission, should be linked to the five stakeholders embraced by the values of any organisation. Which four of the following are stakeholders?

- a. customers
- b. employees
- c. suppliers
- d. private individuals
- e. community

1. a, b, c, e
2. b, c, d, e
3. a, c, d, e
4. a, b, d, e
5. a, b, c, d

18 Which one of the following is a benefit for benchmarking?

1. internal customer requirements
2. encouraging innovation
3. functional operations
4. generic behaviour
5. competitive strategy

19 Which four of the following statements explain the purpose of benchmarking?

- a. Change the perspectives of executives and managers.
- b. Compare business practices with those of world-class organisations.
- c. Challenge current practices and processes.
- d. Communicate a strategy for continuous improvement.
- e. Create improved goals and practices for the organisation.

1. b, c, d, e
2. a, c, d, e
3. a, b, c, e
4. a, b, d, e
5. a, b, c, d

20 Which one of the following is an element of successful stakeholder management?

1. change the perspectives of executives and managers.
2. compare business practices with those of world-class organisations.
3. develop a management strategy.
4. understand financial resources to undertake change.
5. cultural readiness.

15 ANNEXURE B: ASSIGNMENT 02 (SEMESTER 1)**SEMESTER 1****ASSIGNMENT 02 (COMPULSORY)****DUE DATE: 13 April 2018****UNIQUE NUMBER: 724003**

Assignment 01 for MNO3703 consists of 20 multiple-choice questions, which covers topic 4 (study units 10 to 15) and topic 5 (study units 16 to 17).

Answer all of the following questions. Please select only one of the options 1, 2, 3, 4 or 5. Each correct answer is allocated one mark. No negative marking is applied.

- 1 When process management is established to interface in a manufacturing or service organisation that generates demand for products or services. Which of the following four processes will be used to fulfil orders for products or services?
 - a. planning
 - b. managing
 - c. measuring
 - d. training
 - e. improving
 1. a, b, c, d
 2. a, b, c, e
 3. a, c, d, e
 4. b, c, d, e
 5. a, b, c, e

- 2 The management and ownership of processes takes place at various levels in an organisation. Which one of the following is the high-level process framework of the organisation's strategic process?
 1. Design process
 2. Tactical process
 3. Strategic process
 4. Analytical process
 5. Implementation process

- 3 Which four of the following are correct when referring to Engineer Ohno of Toyota's definition of the elimination of waste?
- Reduce the value of non-value adding activities
 - Increase costs
 - Reduce lead time
 - Increase flexibility
 - Reduce variation
- a, b, c, d
 - b, c, d, e
 - a, b, d, e
 - a, b, c, e
 - a, c, d, e
- 4 Lean has been broadened to include all the causes of waste and strategies for elimination. TQM focuses on the organisation as a whole. Which two of the following processes focus on lean?
- delivery
 - quality control
 - statistical process control
 - production
 - inventory control
- a, b
 - b, c
 - a, d
 - c, e
 - c, d
- 5 Which one of the following is the concept that refers to the keystone for the mutual advantage of quality management?
- supply and management working together
 - customer and supplier working together
 - supply and production working together
 - customer and production working together
 - customer and shareholders working together

- 6 Which four of the following reflects on the major areas of integration of the quality management process model?
- customer focus
 - management responsibility
 - review the quality management systems to maintain progress
 - ensure that subcontractors or suppliers share your values and process goals
 - concentrate on the prevention rather than detection philosophy
- a, b, c, d
 - a, b, c, e
 - b, c, d, e
 - a, c, d, e
 - a, b, d, e
- 7 Continuous improvement is commonly used throughout most industries. When can continuous improvement become a meaningless term? Select one of the following as the appropriate answer?
- It is linked to organisational strategy, it is customer focused, and it is based on quality standards, has a process approach, and provides a business result.
 - It is linked to organisational strategy, it is supplier focused, has process control, and is statistically incorporated.
 - It is linked to organisational strategy, and has a defined structure, a chosen approach, a methodology and an associated toolkit.
 - It is linked to organisational strategy, focuses on design, is for long-term projects, measures output and control.
 - It is linked to organisational strategy, used to develop new processes, is customer process controlled, and accounts for management responsibility.
- 8 Continuous improvements in the quality of products, services and processes can be obtained without major capital investment. Which one of the following will make this possible for the organisation?
- If the organisation marshals its resources through an understanding and breakdown of its processes.
 - If leadership provides additional resources by investing in more equipment.
 - If the organisation promotes firmer control on existing assets.
 - If the organisation makes resource management one of its objectives.
 - If the organisation becomes customer focused rather than profit focused.

9 Statistical process control is a tool kit and a strategy used to reduce the variability that causes most of the quality problems in the organisation. Which of the following relate to the causes of variability?

- a. Variation in products, in times of deliveries, in material
- b. Variation in times of delivery
- c. Variation in material
- d. Variation in equipment
- e. Variation in everything

- 1. a, b, c
- 2. a, c, d, e
- 3. b, c, d, e
- 4. a, b, d, e
- 5. a, b, c, d, e

10 Which one of the following is a myth about lean?

- 1. Lean is about eliminating non-value-adding waste and not laying off employees.
- 2. Lean is most successful when the skills and knowledge required are embedded in the organisation.
- 3. Strategic alignment, customer focus, decision-making and governance, communication and transparency, investment and improvement.
- 4. Lean is a concept that applies to every organisational setting.
- 5. Lean is a manufacturing concept.

11 Which four of the following are common human resource practices?

- a. Employee motivation
- b. Selection and recruitment
- c. Skills/competencies
- d. Appraisal process
- e. Employee reward, recognition and benefits

- 1. a, b, c, d
- 2. a, b, c, e
- 3. a, c, d, e
- 4. a, b, d, e
- 5. b, c, d, e

12 When people understand the business and where it is headed, they become more involved and committed. Which one of the following represents people's involvement and commitment?

1. Organisational policies
2. Organisational goals and objectives
3. Organisational culture
4. Organisational planning
5. Organisational functions

13 Which phase of the systematic training model identifies the content needed at the organisational, group and individual levels?

1. Planning and design phase
2. Implementation phase
3. Assessment phase
4. Evaluation phase
5. Analysis phase

14 Which four of the following are objectives of the Steering Committee or Council?

- a. Provide strategic direction on quality for the organisation.
- b. Establish plans for quality on each 'site'.
- c. Set and review the process teams that will own the key or critical business processes.
- d. Implement the quality plans on each 'site'.
- e. Review and revise quality plans for implementation.

1. a, b, c, d
2. a, b, c, e
3. a, b, d, e
4. a, c, d, e
5. b, c, d, e

15 The unique feature of quality circles or Kaizen teams is that people are asked to join a team and not told to join a team. It is difficult to be specific about the structure of such a concept. Which of the following four elements form part of a circle organisation?

- a. members
- b. leaders
- c. role players
- d. facilitators or co-ordinators
- e. management

- 1. a, c, d, e
- 2. b, c, d, e
- 3. a, c, d, e
- 4. a, b, d, e
- 5. a, b, c, d

16 Teamwork provides an environment where people can grow by using all the resources effectively and efficiently to make continuous improvements. Which three of the following statements reflect a situation where employees will not be motivated towards continual improvement?

- a. commitment from top management
- b. meeting organisational objectives
- c. the right organisational climate
- d. providing the correct resources
- e. a mechanism for enabling individual contributions to be effective

- 1. a, b, c
- 2. b, c, d
- 3. c, d, e
- 4. a, c, e
- 5. b, d, e

17 Which three of the following concepts driven by strategy relate to teamwork to support process management and improvement components?

- a. Policy and leadership
- b. Vision and mission of the organisation
- c. Critical success factors
- d. Core process framework
- e. Measurement and control

1. a, b, e
2. b, c, d
3. a, c, d
4. a, d, e
5. c, d, e

18 The Myers-Briggs Type Indicator (MBTI) is based on an individual's preference on four scales. Which one of the following is the four scales of MBTI?

1. giving and receiving 'energy', analysing information, making decisions
2. giving and receiving 'energy', handling the inner world, distributing information
3. giving and receiving 'energy', gathering information, making decisions, handling the outer world
4. giving and receiving 'energy', gathering information, handling the inner world, distribution
5. giving and receiving 'energy', distributing information, making decision, handling the outer world

19 The fundamental interpersonal relations orientation-behaviour (FIRO-B) is a powerful psychological instrument used to give insights into individual relationships with other people. Which three of the following does the instrument assess for the dynamics of interpersonal relationships?

- a. inclusion
- b. control
- c. openness
- d. exclusion
- e. closeness

1. b, c, d
2. a, c, e
3. a, b, c
4. a, b, d
5. b, d, e

20 What is the most effective means of developing personnel commitment when it comes to TQM?

1. change the perspectives of executives and managers
2. compare business practices with those of world-class organisations
3. challenge current practices and processes
4. communicate a strategy for continuous improvement
5. ensure people know what is going on

16 ANNEXURE C: ASSIGNMENT 01 (SEMESTER 2)

SEMESTER 2

ASSIGNMENT 01 (Compulsory)

Due date: 23 August 2018

Unique number: 648536

Assignment 01 for MNO3703 consists of 20 multiple-choice questions, which cover topic 1 (study units 1 to 3) and topic 2 (study units 4 to 9).

Answer all of the following questions. Please select only one of the options 1, 2, 3, 4 or 5. Each correct answer is allocated one mark each. No negative marking is applied.

1 Quality of design is a measure of how well the product or service is designed to achieve the agreed requirements. Which one of the following represents quality of design?

1. effectiveness of the contract, type of contract, the type of products involved
2. contracting parties, effectiveness of the contract, the required volume, the type of products involved
3. the required volume, effectiveness of the contract, the type of products involved
4. the type of products involved, effectiveness of the contract,
5. type of contract, contracting parties, the required volume, the type of products involved

2 Which statement is a reference to conformance to design?

1. facilitate communication and share best-practice information
2. the quality performance of the actual operations
3. adequate communication and information for decision-making
4. management commitment to the design
5. all specifications must be adhered to when the product is produced

3 The Baldrige Performance Excellence Program aims to improve the performance of a company. Which three of the following statements describe its core processes?

- a. Help improve organisational performance practices, capabilities and results.
- b. Facilitate communication and sharing of best-practice information.
- c. Serve as a working tool for understanding and managing performance and for guiding, planning and creating opportunities for learning.
- d. Help improve employee motivation.
- e. Develop new knowledge and skill in an organisation.

1. a, b, c
2. a, b, e
3. b, c, e
4. a, c, e
5. b, c, d

4 Which one of the following is a comprehensive approach of TQM to improve competitiveness and flexibility?

- 1 a reinvention process.
- 2 challenge current practices and processes.
- 3 planning, organising and understanding each activity
- 4 it creates improved goals and practices for the organisation
- 5 it compares business practices with those of world-class organisations

5 Which two of the following concepts are the determinants of total quality management that are related to impact and approach in an organisation?

- a. strategic
- b. responsiveness
- c. problem prevention
- d. credibility
- e. courtesy

1. a, b
2. a, c
3. b, c
4. d, e
5. a, e

6 Which one of the following are concerned with the implementation of an organisation's policy and strategy?

1. Vision and objectives
2. leadership and stakeholders
3. vision and mission
4. generic strategies
5. customer focus and productivity

7 Which four key performance indicators form part the of critical success factors with reference to the mission statement?

- a. Define and agree the KPIs and associated targets.
- b. Ensure that appropriate data is collected and recorded.
- c. Develop a strategic plan that is relates to the organisational goals.
- d. Monitor and report progress towards achieving the CSF (KPIs and targets) on a regular basis.
- e. Review and modify the KPIs and targets where appropriate.

- 1. a, b, c, d
- 2. a, b, d, e
- 3. b, c, d, e
- 4. a, c, d, e
- 5. a, b, c, e

8 Each core process should have a sponsor, preferably a member of the management team that agreed on the critical success factors. Which **four** statements describe the primary tasks of a sponsor?

- a. Ensure that appropriate resources are made available to map, investigate and improve the process.
- b. Project customer needs to ensure customer satisfaction.
- c. Assist in selecting the process improvement team leader and team members.
- d. Remove blocks to the teams' progress.
- e. Report progress to the senior management team.

- 1. a, b, c, d
- 2. a, b, d, e
- 3. b, c, d, e
- 4. a, c, d, e
- 5. a, b, c, e

9 Which four statements form an approach which is recommended for good collaborative working?

- a. Strategic alignment: how well aligned are the partners and how do they achieve this alignment at all key levels of management?
- b. Price and quality: does the customer receive the required product on time and according to the specified requirement?
- c. Decision-making and governance: is the partnership managed to best effect and efficiency?
- d. Communications and transparency: how well are data and knowledge captured, shared and disseminated in a way that builds value and not cost?
- e. Investment and improvement: to what extent does the partnership jointly invest in and improve the partnership operations and outcome measures?

1. a, b, c, d
2. a, b, d, e
3. b, c, d, e
4. a, c, d, e
5. a, b, c, e

10 What is the determinant most global operations find themselves exposed to in terms of a “cost and quality killer”?

1. flexibility
2. convenient hours of operation
3. variation
4. appearance of personnel
5. keeping records correctly

11 What is identified as the JIT concept in operational problems?

1. material movements, non-value-added efforts
2. non-value-added efforts, material movements
3. non-value-added efforts, process flexibility, material accumulations
4. material movements, value-added efforts, process flexibility, material accumulations
5. process flexibility, material accumulations, non-value-added efforts

12 Which three of the following are distinct elements which may be recognised in the design of quality services?

- a. physical (facilitating goods)
- b. explicit service (sensual benefits)
- c. management processes (system implementation)
- d. design (prototypes)
- e. implicit service (psychological benefits)

- 1. a, b, c
- 2. a, b, e
- 3. a, c, d
- 4. b, c, d
- 5. a, c, e

13 Design quality is taking care of all aspects of the customer's requirements, including cost, production, safe and easy use, and maintainability of products and services. Which four stages describe the designing process?

- a. identifying the need (including need for change)
- b. controlling the various stages
- c. developing that which satisfies the need
- d. checking the conformance to the need
- e. ensuring that the need is satisfied

- 1. a, b, c, d
- 2. a, c, d, e
- 3. a, b, c, e
- 4. b, c, d, e
- 5. a, b, d, e

14 In measuring and tracking progress where will opportunities and performance be compared?

- 1. internally and externally
- 2. globally
- 3. in government
- 4. local and abroad
- 5. multinational

- 15 A performance measurement framework is based on four elements. Which four elements are applicable to the framework?
- strategy development and goal deployment
 - identifying key projects
 - process management
 - individual performance management
 - review
- a, b, c, d
 - a, c, d, e
 - a, b, c, e
 - b, c, d, e
 - a, b, d, e
- 16 Which three of the following are a self assessment Excellence Model that represents RADAR?
- Results, Approach
 - Release, Analyse
 - Deployment, Assessment
 - Data, Assesment
 - Review
- a, c, e
 - b, c, e
 - a, b, e
 - c, d, e
 - a, d, e
- 17 The investigation of errors and defects can provide valuable error-prevention information. Which one is a general method for gathering and investigating information?
- collecting data, checking, selecting
 - collecting data, results, analysis
 - checking, selecting, analysis
 - results, service, analysis
 - checking, checking, selecting

18 Based on research carried out by the European Centre for Business Excellence, what are the interacting cycles in the change framework?

1. readiness for change and the results of change
2. readiness for change and implementing the change
3. results and analysis of change
4. defining change and implementing change
5. analysis of change and implementing change

19 The benchmarking process has five stages. Which one of the following are the five stages of benchmarking?

1. collect, improve, adapt, change, analyse
2. collect, plan, improve, adapt, review
3. adapt, review, improve, change, analyse
4. review, improve, change, adapt, analyse
5. plan, collect, analyse, adapt, review

20 What is the purpose of benchmarking?

- a. Change the perspectives of executives and managers.
- b. Compare business practices with those of world-class organisations.
- c. Challenge current practices and processes.
- d. Communicate a strategy for continuous improvement.
- e. Create improved goals and practices for the organisation.

1. b, c, d, e
2. a, c, d, e
3. a, b, c, e
4. a, b, d, e
5. a, b, c, d

17 ANNEXURE D: ASSIGNMENT 02 (SEMESTER 2)**SEMESTER 2****ASSIGNMENT 02 (COMPULSORY)****DUE DATE: 21 September 2018****UNIQUE NUMBER: 726004**

Assignment 01 for MNO3703 consists of 20 multiple-choice questions, which cover topic 4 (study units 10 to 13), topic 2 (study units 14 to 17) and topic 5.

Answer all of the following questions. Please select only one of the options 1, 2, 3, 4 or 5. Each correct answer is allocated one mark. No negative marking is applied.

- 1 In the EFQM Excellence Model which one of the following are enablers that link results to process excellence?
 1. process integration, process policy, process resources, process intelligence, process results
 2. process strategy, operationalising processes, process performance, people and leadership roles, information and knowledge
 3. process design, human resources, supply chain management, logistics, policy, product performance
 4. process development, product process, material process, measurement process, analysis
 5. process innovation, process design, process specification, multiple process, process flexibility

- 2 Which one of the following is the seven phases of a redesign process?
 1. define and establish a design team, identify redesign processes, analyse processes, calibrate processes, report failures, diagnose failures and improve processes
 2. design processes, implement processes, analyse processes, measure results, establish improvement processes, display business results and reward employees
 3. establish a team, identify process problems, review business results, design new processes, implement new processes, re-train and reorganise teams
 4. discover and define, establish redesign team, analyse and document processes, innovate and rebuild, reorganise and re-train, measure performance and continuous improvement
 5. establish teams, identify process changes, re-design new processes, analyses costs, propose benefits, devise training programmes and implement project plan

3 Which two of the following are correct when referring to the quality management system requirements?

- a. leadership and management responsibility, resource management
- b. product or service realisation, logistics responsibility, results
- c. product or service realisation, measurement analysis and improvement
- d. leadership and management responsibility, supply chain integration
- e. leadership, customer focus, results, strategic planning

- 1. a, b
- 2. b, c
- 3. a, c
- 4. b, d
- 5. d, e

4 Which two of the following options represent the Plan Do Check Act (PDCA) cycle in quality management systems?

- a. planning and implementation
- b. documentation and implementation
- c. process and control
- d. analysis and results
- e. audit and review

- 1. a, b
- 2. c, d
- 3. b, d
- 4. b, e
- 5. a, e

5 Which one of the following is the DRIVER framework for continuous improvement?

- 1. define, reinforce, investigate, validate, execute, review
- 2. define, review, investigate, verify, execute, reinforce
- 3. define, remove, indicate, validate, evaluate, record
- 4. define, revise, implement, verify, elaborate
- 5. define, review, indicate, validate, execute, record

- 6 Which three of the following is a strategic alignment for Human Resource Management (HRM) policies?
- Business policy and strategy
 - Human resource selection and recruitment
 - Human resource appraisal process
 - Three-year strategic plan
 - Human resource strategy and policies
- a, d, e
 - a, b, c
 - a, c, d
 - a, b, e
 - a, c, e
- 7 What do companies with impressive customer satisfaction scores do to encourage their employees?
- set their own goals, investigate other departments, and report poor performance to senior management, review policies
 - set their own goals, judge their own performance, take ownership of their actions, become shareholders
 - set their own goals, work independently, direct all problems to senior management, wait for feedback from management
 - set their own goals, management to judge their performance, wait for management meetings and explain the problems to management in the meeting
 - set their own goals, work independently, work discreetly, keep information to themselves, and be well prepared for the next management meeting
- 8 Which one of the following is part of the four elements in a circle organisation?
- vision
 - customer focus
 - purpose
 - generic strategies
 - leadership
- 9 Leading-edge organisations place great value on people working in teams. How does this benefit the organisation?
- It builds communication.
 - It identifies projects that need to be worked on.
 - It motivates and causes people to work better.
 - It is used to establish standards.
 - It provides tools for improvement.

10 Which one of the following are the four main stages of team development?

1. designing, implementing, documenting, analysing
2. communicating, improving, changing, implementing
3. participating, eliminating, performing, analysing
4. forming, processing, norming, performing
5. forming, storming, norming and performing

11 Process management and improvement teams are groups of people with the appropriate knowledge, skills and experience to improve processes or solve problems. Process teams go a step further. Which one of the following do process teams cover?

1. end-to-end operating system
2. structures and teams
3. documentation and information systems
4. six sigma
5. system flexibility

12 Select two systems below which are end-to-end operating process systems.

- a. team selection and leadership, team objectives, team meetings
- b. teamwork, team processes, team reliability
- c. team quality, team flexibility, team vision
- d. team assignments, team dynamics, team results and reviews
- e. team design, team approach, team discussion

- 1 a, e
- 2 b, c
- 3 a, d
- 4 b, e
- 5 c, d

13 Which one of the following represent the five 'A' stages for teamwork?

1. attitude, attend, aware, assist, action
2. aware, accept, adopt, adapt, action
3. adopt, attend, affiliate, assist, accept
4. assign, attend, assist, adopt, action
5. acclaim, attend, adopt, accept, action

14 Communication and training can be a powerful stimulus for personalised development at the workplace. Which one of the following are the principal methods of communication to achieve improvements for the organisation?

1. verbal communication, sign language, written communication, visual communication, example
2. verbal communication, written communication, telephonic communication, virtual communication
3. verbal communication, written communication, visual communication, example
4. verbal communication, virtual communication, telephonic communication, written communication
5. verbal communication, telephonic communication, sign language

15 Senior executives responsible for marketing, sales, finance design, operations, purchasing, personnel, and distribution are the only group of people in the organisation that can ensure adequate resources are directed. Which two of the following options are correct?

- a. meeting process requirements, meeting customer requirements, ensuring design and manufacturing standards are to specification
- b. meeting customer requirements, setting standards to be achieved, monitoring quality performance
- c. introducing a good quality management system, implementing process control and improvement methods, spreading the idea of education
- d. introducing new products, implementing new designs, providing quality services to customers
- e. providing materials for machines on time, supplying materials to customers on time, reducing returns from customers

1. a, b
2. b, c
3. c, d
4. d, e
5. c, e

16 When introducing statistical methods of process control, it would be best to start with which one of the following processes?

1. Start with a bank of knowledge.
2. Start big and build a bank of knowledge.
3. Start small and build up a bank of knowledge.
4. Start by finding problems, measuring the extent of the problem and then finding solutions.
5. Start by using a statistical process control to resolve the problem without a bank of knowledge.

17 The fields of learning and knowledge management encompass all the human issues. Which one of the the following are the effective knowledge areas?

1. externalisation, internalisation and socialisation
2. externalisation, naturalisation and conceptualisation
3. externalisation, internalisation and expropriation
4. externalisation, internalisation and naturalisation
5. externalisation, communication and naturalisation

18 Which four of the following broad headings are the main elements for effective and systematic quality training?

- a. error/defect/problem prevention
- b. error/defect/problem reporting and analysis
- c. error /defect/problem investigation
- d. error/defect/problem solving
- e. review

1. a, c, d, e
2. b, c, d, e
3. a, c, d, e
4. a, b, c, e
5. a, b, c, d,

19 Education and training needs occur at four levels of the organisation. Select one of the following answers which is appropriate to the levels?

1. strategic decision makers, shareholders, tactical decision makers and on the spot decision makers
2. strategic decision makers, tactical decision makers, on the spot decision makers and the doers
3. strategic decision makers, policy makers, tactical decision makers, doers
4. strategic decision makers, tactical decision makers, on the spot decision makers, process owners
5. strategic decision makers, design decision makers, tactical decision makers, on the spot decision makers

20 In differentiating the types of knowledge, how can attention be drawn to the distinction of knowledge management, especially 'explicit knowledge' and 'tacit knowledge'? Select **one** of the following that describes 'explicit knowledge' and 'tacit knowledge'?

1. Knowledge communicated by using the mission and vision and knowledge communicated through process control.
2. Knowledge that is communicated through senior management knowledge communicated by middle management.
3. Knowledge that can be expressed to others or the rest of our knowledge which we cannot easily communicate in words or symbols.
4. Knowledge expressed through information systems and knowledge communicated verbally.
5. Knowledge that is communicated through the organisational processes of senior and middle management.

18 ANNEXURE E: ASSIGNMENT 03 SELF ASSESSMENT (Semester 1 & 2)

SEMESTER 1 & 2
ASSIGNMENT 03 (DO NOT SUBMIT)
Assignment 03 for MNO3703 consists of essay and short questions. You can expect these types of questions in the exam.

The following questions refer to study units 1, 2 and 3 of your prescribed textbook.

Question 1

Explain the difference between quality and reliability; and between quality of design and quality of conformance. [8]

Question 2

Present a 'model' for total quality management, justifying the various elements of the model. [9]

Question 3

What features of leadership are key to a successful total quality approach? Explain how you would go about helping a senior management team in a hospital gain the commitment of the medical, nursing and administrative staff to deliver quality health services to the local community. [15]

The following questions refer to study units 4, 5 and 6 of your prescribed text book.

Question 4

You are the manager of a busy insurance office. Last year's abnormal winter led to an exceptionally high level of insurance claims for house damage caused by strong winds, and you had considerable problems in coping with the greatly increased workload. The result was excessively long delays in both acknowledging and settling customers' claims. Your area manager has asked you to outline a plan for dealing with such a situation should it arise again. The plan should justify what actions you would take to deal with the work, and what, if anything, should be done now to enable you to take those actions should the need arise. Explain what proposals you would make, and why? [12]

Question 5

Identify and explain the key stages of integrating total quality into the strategy of an organisation of your choice. [10]

Question 6

Justify the preparations required for the negotiation of a one-year contract with a major material supplier and explain the major factors to consider in partnering with key suppliers. [7]

The following questions refer to study units 7, 8 and 9 of your prescribed text book.

Question 7

Identify the main categories of the US Baldrige Performance Excellence Model and explain how the criteria may be used as the basis of a self-assessment process. [12]

Question 8

Benchmarking is an important component of many companies' improvement strategies.

- a) Explain what you understand by benchmarking. (5)
- b) Distinguish between benchmarking and performance measurement. (5)
- c) Suggest a strategy for integrating benchmarking into a TQM approach. (5)

[15]

Question 9

A major South African construction company is concerned about its record of completing projects on time. Considerable penalty costs are incurred if the company fails to meet the agreed contractual completion date.

- a) Explain how you would investigate this problem. (6)
- b) Justify the methodology you would adopt in addressing the problem. (6)

[12]

The following questions refer to study units 10 to 18 of your prescribed text book.

Question 10

Using an appropriate process modelling technique, show the core processes for a company manufacturing and selling fast-moving consumer goods.

- a) Identify the key inputs and outputs for each of the processes. (10)
- b) Explain how you would engage senior management of the organisation in developing the process framework for the business. (10)

[20]

Question 11

- a) Explain the basic philosophy behind the quality management systems that are specified in the ISO 9000 series. (10)
- b) How can an effective quality management system contribute to continuous improvement in a manufacturing organisation **or** a service organisation? (10)
- [20]

Question 12

'Lean thinking and systems' are used widely in organisations to bring about performance improvement. Prepare a presentation on 'lean' for the senior management team of your organisation showing them the concept of the organisation's building blocks. Recommend a suitable systematic approach and toolkit to senior management. Propose how they should go about implementing 'lean' throughout the organisation. [20]

Question 13

You are a management consultant and have been invited to make a presentation on total quality management (TQM) to the board of directors of an organisation manufacturing injection moulded polypropylene components for the automotive and electronic industries. The South African Ford Motor Company has approached management to supply a new product line to achieve their supplier registration status. The board has asked you to stress the role of quality systems and statistical process control (SPC) in TQM. Prepare a presentation with reference to appropriate models for management. [20]

Question 14

Explain the key stages in integrating total quality management into the strategy of an organisation of your choice? Justify your answer by applying the appropriate TQM strategy. [20]

Question 15

Explain the critical elements of integrating TQM or business improvement into the strategy of an organisation you are familiar with. Illustrate your approach with this organisation. [20]

Question 16

You have been appointed as the new Quality Director of an electrical component manufacturing assembly and service organisation. Some senior management members have had brief exposure to six sigma and lean. You have been appointed to consider plans for implementation. Summarise and justify your plans to include any training needs, outside help and additional appointments required to meet the timescales of the implementation process. [20]

Question 17

Read case study 3:

Lloyd's Register improvement programme – group business assurance then answers the following questions:

- a) Discuss the approach KPIs used in Lloyd's Register and prepare a presentation for a bank on the why, what and how of such a system. (10)
 - b) What role could benchmarking play in the development of the OMP methods used? (10)
- [20]

Question 18

Read case study 6: **Process management and improvement at the heart of Fujitsu UK and Ireland BMS**, and then answer the following questions:

- a) Compare the links between the process frameworks developed in Fujitsu and the BMS deployment. (10)
 - b) Explain the role of benchmarking in the development of the BMS in Fujitsu? (10)
- [20]

Question 19

Read case study 10: **Establishing a capability for continuous quality improvement in the NHS** and then answer the following questions:

- a) Review the measures CDDCHS used to evaluate their programme. Why is it important to have both activity and outcome measures for such a programme? (10)
- b) Discuss how the approach to CQI might need to vary between a service-based organisation such as CDDCHS and a manufacturing organisation. (10)