



FACULTY OF ENGINEERING AND THE BUILT ENVIRONMENT

Supplementary Examination

<u>DEPARTMENT</u>	QUALITY & OPERATIONS
<u>MODULE</u>	QUALITY ASSURANCE 2B
<u>CODE</u>	OQA2B01 / QAS22B2
<u>DATE</u>	9 DECEMBER 2015
<u>DURATION</u>	2 HOURS
<u>TIME</u>	08h00
<u>MARKS</u>	100

<u>EXAMINER</u>	MRS N SUKDEO
<u>MODERATOR</u>	MR A INDERLAL
<u>NUMBER OF PAGES</u>	2 PAGES (including cover page)

INSTRUCTIONS TO CANDIDATES:

- This is a closed book assessment.
- Read the questions carefully and answer only what is asked.
- Number your answers clearly.
- Write neatly and legibly.
- Structure your answers by using appropriate headings and sub-headings.
- The general University of Johannesburg policies, procedures and rules pertaining to written assessments apply to this assessment.

QUESTION ONE

- 1.1 Identify and describe the members of a Six Sigma team. (5)
- 1.2 Explain the competencies for leadership. (6)
- 1.3 Discuss the importance of leadership according to Deming's 14 points. (5)
- 1.4 Describe the ingredients for successful teamwork. (10)

[26]

QUESTION TWO

- 2.1 Differentiate between transactional leadership and transformational leadership. (4)
- 2.2 Describe the dimensions of leadership according to the Transformational leadership. (8)
- 2.3 Senior management, middle management, and the workforce each have a critical role to play in changing culture. Discuss these roles. (3)
- 2.4 Discuss the criteria for team effectiveness. (4)

[19]

QUESTION THREE

- 3.1 According to Mintzberg's leadership theory, identify and explain the roles of managers in leadership theory. (10)
- 3.2 Discuss the life cycle of quality initiatives. (6)
- 3.3 Explain the situational leadership theory and discuss the complementary leadership styles associated with situational leadership. (6)
- 3.4 Discuss the activities of executive leadership. (9)

[31]

QUESTION FOUR

- 4.1 Explain the elements of a performance excellence culture. (11)
- 4.2 List the various criteria for effective teamwork. (4)
- 4.3 Discuss the requirements for building and sustaining performance excellence. (3)
- 4.4 Explain the perspectives of cultural change. (6)

[24]