UNIVERSITY
OF
JOHANNESBURG

DEPARTMENT OF QUALITY AND OPERATIONS MANAGEMENT

PROGRAMME	BTECH: OPERATIONS MANAGEMENT
	BTECH: MANAGEMENT SERVICES
	BTECH: QUALITY
MODULE	QUALITY PLANNING AND IMPLEMENTATION IV
CODE	QPI44-1
DATE	04 June 2016
DURATION	3 HOURS (SESSION 2)
TIME	12h30 – 15h30
TOTAL MARKS	100

EXAMINER	MR N MADONSELA
INTERNAL MODERATOR	MS N SUKDEO
EXTERNAL MODERATOR	MR A INDERLAL
NUMBER OF PAGES	6 PAGES including cover page

INSTRUCTIONS TO CANDIDATES:

- Please answer all questions.
- Calculators are allowed
- Question papers must not be handed in.
- 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 exam apply.

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SECTION A

Case: A Total Quality Business Model

Two young entrepreneurs, Rob and Diane, were contemplating an idea of developing a new type of take-out restaurant with limited dining facilities that would provide a wider variety of home-cooked cuisines than found in currently available businesses. In developing their business model, they realized that a TQ-focused management infrastructure would be vital to success. Here are some of the ideas they arrived at.

Customer Engagement

Rob and Diane realized that they must focus on the customers' perceived quality of both the product and service. They believe they must provide unexpected value to their customers and go beyond customer expectations to create lifetime customers. As part of training, employees will focus on "moment of truths"—the many instances that a customer forms an impression of the company, either through its products or interactions with its employees. These moments include a friendly greeting to each customer on arrival, recognizing repeat customers, offering samples of different items, answering questions, serving the products, and a genuine thank-you on leaving. Another way to exceed expectations would be to accommodate any reasonable request. Employees would have the authority to do whatever it takes to satisfy the customer. When a complaint is raised, the employee should act immediately to solve to the problem, listen attentively to the customer, and apologize. No matter what, the customer should always be thanked for bringing the complaint to the staff's attention.

To evaluate the customer's experience, the company would require shift managers to be the first customer on each shift, starting from the parking lot to check its cleanliness. In addition, they would use technology to track service times and complaints, and "mystery shoppers" each month throughout the system. Every quarter, all regional store and shift managers would meet to discuss their experiences and seek improvements.

Leadership and Strategic Planning

The leadership system would consist of regional vice presidents responsible for all of the stores in a geographical area, regional managers in charge of about a dozen stores within a region, store managers responsible for the day-to-day operations, and shift managers to manage the employees on each shift. This "cascading" structure would allow communications to be disseminated rapidly throughout the company, both top-down and bottom-up. A manager training and development program would ensure that each level of manager obtained the necessary skills for their job responsibilities. This training would not only address the needs of entry-level managers, but also those who move up the career ladder in the firm into higher

leadership positions. The company's vision would be simple: to be the consumer's choice for all varieties of fresh convenience meals. The strategy would be based on product quality (variety, freshness, value) and outstanding customer service. Rob and Diane realized that every employee needed to understand the company strategy, which would be conveyed during the employee orientation and management training and development programs. Managers would be responsible for ensuring that all hourly employees focus on these two goals through daily meetings, written quality check sheets that must be completed on every shift, and an employee stock-option program that would be tied to meeting these goals as well as profit targets.

Workforce Management

All managers would be trained in several positions in order to gain a solid understanding of the duties and requirements of all employees, to be able to cover certain positions if needed, to train hourly employees, and to gain credibility with them. The training program for a new manager would be designed to be somewhat self-directed. The manager trainee would be given a skill checklist that includes each skill he or she should learn. Experienced trainers would be available to answer any questions and assist the manager trainee with any difficulties. Trainees would be given short evaluative tests and feedback from the trainer. Before their first day of work, all hourly employees would attend an orientation session focused on making them feel welcome in their new work environment.

The session would include a history of the company, mission, policies, and training procedures. To keep good people, the compensation program would need to be competitive in the industry. Managers would be required to visit local competitors to identify their compensation structure and compare them. Job performance of all hourly employees would be reviewed periodically using performance appraisals by the store manager after the first 30, 90, and 180 days of employment, followed by annual appraisals. The appraisal would cover such topics as customer focus, quality of work, teamwork, and responsibility. It would also require the employee to identify future goals and objectives and plans for improving performance.

Process Management

All food production processes would be carefully documented so that all employees are aware of what specifications must be met, particularly those health and safety requirements that regulated temperature of food and proper storage. Managers would be responsible for taking periodic measurements and observations to ensure that all employees are following procedures. Managers would also be responsible for their relationships with food suppliers. Rob and Diane are thinking of identifying one large supplier for most of their food supplies.

Information and Knowledge Management

All key data and information, such as inventories, financial reports and projections, customer feedback, employee and operational performance, would be collected and displayed in the kitchen area, so all employees can understand the results of their efforts. Information from all stores would be consolidated at corporate headquarters for evaluation and analysis.

QUESTION 1

1.1   State the advice that you would recommend to Rob and Diane about the management practices they are proposing within each element of the TQ infrastructure?   (5)

1.2   Elaborate the additional practices you could have suggested?   (5)

1.3   Analyse how viewing the organization at three levels of quality, including the strategic (senior leadership), tactical (middle management), and the operational levels help improve their business plan?   (30)

[40 MARKS]

SECTION B

QUESTION 2

2.1 _____ are tools and approaches that help managers and workers make the practices affective.   (2)

    a) Principles.
    b) Practices.
    c) Techniques.
    d) Statistical thinking.
    e) Quality manual.

2.2 _____ is a philosophy of learning and action based on all work occurs in a system of interconnected processes.   (2)

    a) Principles.
    b) Practices.
    c) Techniques.
    d) Statistical thinking.
    e) Quality manual.

2.3 _____ _____ refers to the extent of workforce commitment, both emotional and intellectual, to accomplishing the work, mission, and vision of the organization.   (2)

    a) Customer engagement.
    b) Process focus.
    c) Statistical thinking.
    d) Workforce engagement.
    e) System thinking.

2.4 _____ refers to customers' investment in or commitment to a brand and product offerings. (2)

a) Customer engagement.
b) Process focus.
c) Statistical thinking.
d) Workforce engagement.
e) System thinking.

2.5 _____ is a sequence of linked activities that is intended to achieve some result, such as producing a good or service for a customer within or outside the organization. (2)

a) Customer focus.
b) Process focus.
c) Process.
d) System.
e) System thinking.

2.6 The ASQ Quality Glossary defines _____ as the result of delivering product or service that meets customer requirements. (2)

a) Customer needs.
b) Customer segmentation.
c) Customer focus.
d) Customer engagement.
e) Customer satisfaction.

2.7 _____ could be other departments or processes within the organization or individual workers. (2)

a) Customers.
b) Customer supplier.
c) Consumers.
d) Internal customer.
e) External customer.

2.8 _____ are those people who ultimately purchase and use company's products. (2)

a) Customers.
b) Customer supplier.
c) Consumers.
d) Internal customer.
e) External customer.

2.9 The pattern in this control chart indicates that the process is _____. (2)
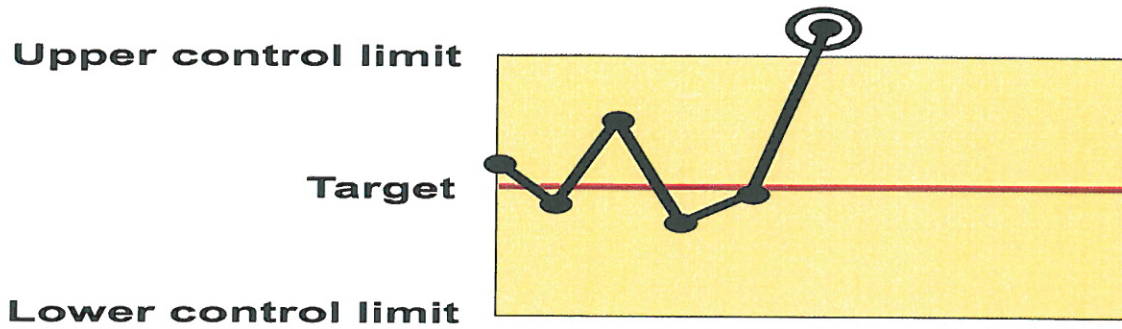
a) In control.
b) Out of control.
c) Erratic behavior.
d) Stratification pattern
e) Cyclic pattern

2.10 The pattern in this control chart indicates that the process is _____. (2)
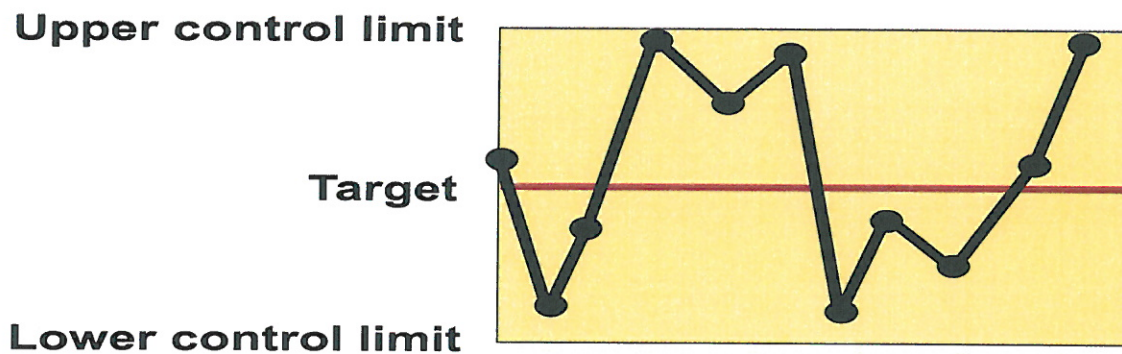
a) In control.
b) Out of control.
c) Erratic behavior.
d) Stratification pattern
e) Cyclic pattern

[20 MARKS]

QUESTION 3

3.1	Describe the process of building the House of Quality.	(6)
3.2	Summarize the basic approach to design for excellence.	(10)
3.3	Interpret the four major categories of quality costs. Give example of each.	(12)
3.4	Explain the four themes for process improvement.	(8)
3.5	Define culture? How are cultural values reflected in organizations?	(4)

[40 MARKS]

[TOTAL MARKS 100]