

BOTSWANA COLLEGE OF DISTANCE AND OPEN LEARNING

In collaboration with

THE COMMONWEALTH OF LEARNING

Commonwealth Executive Masters in Public Administration

QUALITY MANAGEMENT

QM321

SESSIONAL EXAMINATION

Marks: 100

Time allowed: 3 hours

Instructions

1. This paper comprises of TWO Parts.
2. Answer **ALL** questions in part A and any three in Part B.
3. Answer questions according to instructions given in each section
4. Write answers in the answer booklet provided
5. Answer **ALL** questions, in grammatical **English**.

Answer ALL questions from this part. All questions carry equal marks.

Case Study

Read the following case study carefully and answer all the questions given at the end of the case study.

Since the State of Oklahoma began tracking the results of its quality efforts nine years ago, a significant chunk of change—more than \$180 million—has been saved by "quality teams," most of which are leaderless. "Most of the teams are project-focused and not hierarchical," says Larry Fisher, assistant administrator of Human Resource Development Services for the state. "They see a problem and set about solving it or improving a process."

After other organizations took up the TQM banner, performance teams became a way of life. Then, in 1991, now, most teams are cross functional, but self-managed teams also gained a foothold, inspired in part by books such as Ricardo Semler's *Maverick: The Success Story Behind the World's Most Unusual Workplace*. Semler gained notoriety when he let his employees take over the operation of his family's company in Brazil.

With self-managed teams, people within the same work area are jointly responsible and accountable for the determined outcome. In addition to delivering the product or service, they also take on duties otherwise handled by more supervisory roles such as performance evaluations and hiring. "Particularly in some manufacturing environments, this concept is a good model because you can focus around a defined entity, like a manufacturing line," says Jim consultant Doug Peters in Mound, Minnesota. "Individual employees go from doing a specific task to keeping the line running at optimum performance. The concept spurred innovation and creativity, with less management."

The concept stumbles, however, when employees don't want the ownership and instead just want a job and a paycheck. Linda Dominguez, an executive coach with Executive Coaching and Resource Network, West Lake Village, California, has had good success solving this problem with self-managed teams. "People are held accountable, but they also have the authority within the team to change methods or procedures to make things work," she says. One of her clients responded to the ownership resistance among some employees by offering them other jobs. "Their choice was to accept the increased authority or change positions," she explains. "It worked well, and the self-managed team is still in place."

When self-managed teams don't work, it can also be due to a lack of good transition process and true empowerment. "There are some negative connotations of the word 'team,' and it might be that it comes from 'empowered' teams in which people never felt fully empowered," says Carole Downing, vice president of Right Management Consulting, Wichita, Kansas. When Downing encounters resistance to her team approach, she simply avoids using the word "team" and concentrates on the advantages of interweaving consistent communication and accountability with the organization's goals and strategies. "I can come at it from a different viewpoint and make the case that it's just a better way of doing business," she says. "It's a methodology for streamlining and ensuring completion of tasks and also a way of communication." It's on the latter front—communication—where many strategists and business people drop the ball, Downing says, and it's the most detrimental place to do so. But it's also the easiest to fix, she says. "It's just a matter of discipline. Do what you say you will do and be accountable." No one sees the need for teams dropping off any time soon. For Peters' consulting business, temporary teams that can be formed and then dissolved when their purpose is complete offer organizations flexibility and speed. And Downing agrees: "I see a lot of companies going to a matrix or to a flatter organization, so they'll need teams even more."

Questions:

1. "When self-managed teams don't work, it can also be due to a lack of good transition process". Explain with examples five of the transition process that would help to improve the self-managed team formed by Downing. (15 marks)
2. Self Managed Team has many benefits. Based on the knowledge gained from this course, explain what are the benefits. (10 marks)
3. Besides empowered to take corrective actions and resolve day-to-day problem what are the other characteristics of self managed teams? List and explain five of the characteristics. (15 marks)

tempt any three questions out of five questions from this part. All questions carry equal marks.

Question 1

- (a) Define and interpret the concept of Customer Relationship Management. (5 marks)
- (b) What is the difference between customer satisfaction and customer loyalty? (10 marks)
- (c) Distinguish between indirect customer and external customer using relevant examples. (5 marks)

Question 2

- (a) Explain structured brainstorming techniques. What are the steps involved in this technique? (10 marks)
- (b) Explain why Fishbone diagram is a favourable tool for process and root cause analysis among most of the semiconductors companies in their Quality Control Circle activities. (10 marks)

Question 3

- (a) Explain the various approaches for gathering customer information. (10 marks)
- (b) What will be the best approach for a car manufacturer to gather customer information? Elaborate your answer. (10 marks)

Question 4

- (a) Why customer-supplier partnerships and alliances are important? (10 marks)
- (b) One of Deming's 14 points for management suggests, "End the practice of awarding business on the basis of price tag alone". Choose an industry, which you are familiar with and explain the criteria for screening potential suppliers for the industry identified by you. (10 marks)

Question 5

- (a) What are the advantages and disadvantages for a service provider like Wawasan Open University to become ISO 9000 or 9001 certified? (10 marks)
- (b) Should Wawasan Open University also strive to become ISO 14000 certified? Justify your answer. (10 marks)