



FACULTY OF ENGINEERING AND THE BUILT ENVIRONMENT

FINAL EXAMINATION 2014

DEPARTMENT QUALITY & OPERATIONS MANAGEMENT

MODULE QUALITY ASSURANCE 2B

CODE OQA2B01

DATE 15 November 2014

DURATION 2 HOURS

TIME 08H30 – 10h30

TOTAL MARKS 100

EXAMINER MRS C MUGOVA

INTERNAL MODERATOR MRS N SUKDEO

NUMBER OF PAGES 3 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 1

- 1.1 Identify and discuss in detail the problems that are associated with the functional structure. [12]
 - 1.2 Discuss process focus as a strategy used in redesigning an organization for performance excellence. [6]
 - 1.3 How does diversity and complexity of product line affect work organisation? [2]
- [20]**

QUESTION 2

- 2.1 What is a team? [4]
 - 2.2 What are natural work teams? [4]
 - 2.3 Discuss any five reasons why people want to participate in teams. [5]
 - 2.4 Identify and briefly explain the development stages experienced by teams in team formation and evolution. [5]
- [18]**

QUESTION 3

- 3.1 Describe the relationship between employee engagement and quality. [4]
 - 3.2 Discuss the advantages of employee engagement. [7]
 - 3.3 What is employee empowerment? [4]
 - 3.4 Discuss the practices that lead to effective recognition and reward strategies. [5]
- [20]**

QUESTION 4

- 4.1 Identify and briefly discuss the personal leadership characteristics that underlie the six competences for leadership as outlined by the American Society for Quality. [7]
 - 4.2 Distinguish between transactional and transformational leadership theories. [6]
 - 4.3 Describe the situational leadership model and identify the levels of readiness associated with it. [7]
 - 4.4 Identify and describe the leadership styles that address the four levels of readiness in the situational leadership model identified in 4.3 above. [4]
- [24]**

QUESTION 5

- | | | |
|-----|---|-----|
| 5.1 | Why do organizations find themselves in need to change? | [4] |
| 5.2 | What is organizational culture? | [3] |
| 5.3 | What is the role of senior management in organizational change? | [5] |
| 5.4 | What are knowledge assets of an organization? | [2] |
| 5.5 | Distinguish between explicit knowledge and tacit knowledge. | [4] |

[18]

Total marks = 100