



MB 18

Third Year M.B.A. Examination, July 2010
MANAGEMENT
Course 18 : Total Quality Management

Time : 3 Hours

Max. Marks : 75

SECTION – A

1. Answer **any five** questions. **Each** question carries **2** marks. **(5×2=10)**

- a) Define quality.
- b) What are the benefits of quality ?
- c) What are the 3 major aspects of quality improvement ?
- d) What is quality cost ?
- e) What is variation ?
- f) What are quality circles ?
- g) Explain Deming's cycle.

SECTION – B

Answer **any two** questions. **Each** question carries **10** marks. **(2×10=20)**

- 2. What is cost of quality ? What are its components ? Explain.
- 3. What are the tools used for process control ? Explain a control chart.
- 4. What is meant by business performance measurement ? What are the methods used for measuring the business performance ?
- 5. What is Bench marking ? How the concept started ? How to do bench marking ?



SECTION – C

Answer question No. **10 (compulsory)** and **any two** of the following. **Each** question carries **15** marks. **(3×15=45)**

6. What are the international quality awards ? Explain criteria for Deming's quality award.
7. Explain the evolution of TQM concepts. What is its significance today ?
8. What is ISO9000 quality standards ? Why a company should go for ISO9000 certification ? What advantages a company gains with the certification ? Discuss.
9. What are the international quality awards ? Explain criteria for Malcolm Balridge quality award.

10. Case Study

HT corporation, a manufacturer of heavy truck had a long, sad and bitter history of employee relation. The company openly practiced "Management through terrorism".

Engineers and technicians dominated the culture. One of the companies' assembly plants devoted major resources to statistical process control. An entire department staffed with engineers justified its existence by keeping control charts. The engineers collected and stored data on a computer and posted the charts in every production department once each week. They also posted list of problems and defects attributable to each department. Another department kept itself busy with "Work redesign" and "assembly line balancing". The plant was highly product focused. Material moved smoothly from one operation to the next. Sub assemblies flowed in to assemblies like the tributaries of the river, all moving towards the final assembly line.

Despite this effort, quality was mediocre at best. HT corporation devoted more factory space to rework and repair operations than to the original assembly. The individual and social aspect of the system was largely ignored. People lacked inter personnel skills, common goals and trust and they could not hope to attain these qualities under the existing power structure and reward system.

Discuss :

- a) Comment on the quality practices in HT corporation.
 - b) If you take over as the chief executive officer of the HT corporaion, what changes would you make ? How would you begin ?
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