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M.B.A. DEGREE EXAMINATION, NOVEMBER/DECEMBER 2003.

Third Semester

BA 064 — TOTAL QUALITY MANAGEMENT

Time : Three hours

Maximum : 100 marks

Answer ALL questions.

PART A — (10 × 2 = 20 marks)

1. Write any two definitions of quality. — 1
2. Write any four factors to be considered by a company while preparing its quality policy statement. — 1
3. Draw the figure to depict Deming wheel. — 2
4. Indicate any two methods by which top management commitment and involvement in TQM projects are ensured. — 1
5. Draw the format of 'House of Quality'. — 4
6. List any four characteristics of Kanban system. .
7. What are the tasks to be carried out for conducting reliability prediction and analysis? — 3
8. How are quality costs classified? — 1
9. List any four motivational aspects that are required to be implemented in TQM projects. — 5
10. List the steps involved in implementing organizational wide change. — 5

PART B — (5 × 16 = 80 marks)

11. Consider a cottage industry, which supplies machined castings to a medium size compressor manufacturing company. The Board of Directors of this company has issued a circular asking all its suppliers to obtain ISO 9000 certification within one year. What are the activities that the cottage industry should carry out to fulfill this requirement? Use a Gantt chart to show the plan of implementation. — 5

12. (a) Briefly explain the Crosby's fourteen steps of quality improvement with relevance to a service industry. - 2

Or

- (b) Explain the activities to be carried out for designing products compatible to the quality requirements of manufacturing companies. General question

13. (a) Describe the organizational structure of quality circle and its problem solving approach. - 2

Or

- (b) Describe 5S principles and suggest a procedure for successfully implementing them in a departmental store. - 2

14. (a) List any eight functions of FMEA and suggest a procedure for successfully implementing a FMEA programme in a software developing company. - 2

Or

- (b) Explain the characteristics of seven new management tools and illustrate their application domains. - 4

15. (a) Consider a fifty-year-old domestic pump manufacturing company. During the past ten years the company has been losing its market share. A management consultant who visited the company has identified that its organization structure and mind-set of both management and employees are not conducive to face today's competitive challenges. In response to this observation, both management and employees come forward to cooperate with the consultant to overcome the present situation. Suggest the set of activities to be carried out by the consultant for effecting organisational restructuring and changing the mindset of individuals with the intention of attaining TQM goals. General question

Or

- (b) Consider a traditional electrical motor manufacturing company, in which 500 personnel are employed. Neither the management nor the employees are familiar with TQM techniques and tools. Suggest a road map for this company to successfully implement TQM. List any four anticipated benefits of applying this programme in this company.

General question

