

Seat No.: \_\_\_\_\_

Enrolment No. \_\_\_\_\_

**GUJARAT TECHNOLOGICAL UNIVERSITY**

**MBA – SEMESTER - (1) – EXAMINATION – WINTER 2017**

**Subject Code: 2830008**

**Date: 04/JAN/2018**

**Subject Name: QULAITY MANAGEMENT (QM)**

**Time: 10:30 AM to 01:30 PM**

**Total Marks: 70**

**Instructions:**

- 1. Attempt all questions.**
- 2. Make suitable assumptions wherever necessary.**
- 3. Figures to the right indicate full marks.**

Q – 1 (A) Select the most appropriate answer for the following multiple choice questions:

6

- (1) Control chart is a
  - a) Process monitoring tool
  - b) Process control tool
  - c) Both (a) and (b)
  - d) None of the above
- (2) Kaizen in simple language means
  - a) Continuous improvement
  - b) Breakthrough improvement
  - c) Quality
  - d) All of the above
- (3) The main objective of ISO – 9000 family of Quality Management is
  - a) Employee satisfaction
  - b) Customer satisfaction
  - c) Profit rise
  - d) None of the above
- (4) The following is (are) machine down time.
  - a) Waste
  - b) No material
  - c) Breakdown
  - d) All of the above
- (5) ISO 14001 certificate is given to the organization for
  - a) Quality management
  - b) Healthy and safety management
  - c) Conservation of the environment
  - d) Time management
- (6) SERVQUAL is the most popular method of \_\_\_\_\_ .
  - a) Goods quality measurement
  - b) Service Quality Measurement
  - c) Customer quality measurement
  - d) None of the above

- Q – 1 (B) Briefly explain the following terms: 4
- 1) Quality Audit
  - 2) Gamba Kaizen
  - 3) Quality Policy
  - 4) Advantages of Benchmarking
- Q – 1 (C) Quality Management is also important for all kind of service organizations. Discuss. 4
- Q – 2 (A) What do you understand by dimensions of product quality? Discuss with examples. 7
- Q – 2 (B) A manufacturing company is suffering from the loss due to wastages in the raw materials it used. How the PDCA cycle used to resolve this issue? 7
- OR**
- Q – 2 (B) Discuss various kinds of costs associated with the quality. 7
- Q – 3 (A) Depict your understanding for creativity. Also discuss differences between Innovation and Invention. 7
- Q – 3 (B) Discuss various categories of quality audit. 7
- OR**
- Q – 3 (A) One major tool of Kaizen is waste elimination. Explain three types of wastes – muda, muri and mura with examples. 7
- Q – 3 (B) A furniture manufacturing company wants to implement Six-Sigma for quality improvement. As a Six-Sigma consultant, develop the strategy for successfully implementing Six-Sigma. 7
- Q – 4 (A) Discuss various benefits of Total Quality Management (TQM) with an example. 7
- Q – 4 (B) What is Benchmarking? Discuss any two types of benchmarking with examples. 7
- OR**
- Q – 4 (A) In quality management, the house of quality matrix is one of the most recognized form of QFD. It is utilized by a multidisciplinary team to translate customer requirements and benchmarking, into an appropriate number of prioritized targets to be met by a new product design. The primary planning tool used in QFD is the house of quality. The house of quality translates the voice of customers into design requirements that meet specific values and matches those against how an organization will meet those requirements. Do you agree with this? Support your answer with appropriate example. 7
- Q – 4 (B) Discuss the classification of services with examples. 7
- Q – 5 Case Study: 14
- ABC Company recently discovered that the costs due to shipment of defective items had risen to an alarming level. To correct the situation, they decided to implement a quality assurance program. Previously, all inspection was done by workers on their own work. Because of the lack of formal education in quality assurance for the present employees and managers, it was decided to form a team of recent college graduates for quality assurance programs. (QAP)
- The team which was formed was given the responsibility of reducing the percentage of defective items being produced to half of the present level in one month.
- Problems, however, began to crop up immediately. Conflicts arose between the inspectors of the QAP and the workers. Some of the older employees felt they were being insulted

whenever a quality problem was traced to their work. This resentment often resulted in their work deteriorating further instead of improving. Other workers believed they were being insulted whenever a quality problem was traced to their work. This resentment often resulted in their work being wrongly accused of shoddy workmanship. Some even accused the inspectors of actually making defects in their work so that they could claim they had found a problem spot (defect) and hence, look good in the eyes of the QAP manager.

Monitoring reports after the first month showed that the quality level had actually worsened.

Management felt that perhaps they had introduced the quality assurance program improperly.

Summarize the case and answer the following Questions:

- 1) Do you think that ABC company is properly implemented QAP? Discuss.
- 2) What errors do you feel the ABC Company made in the implementation of QAP?
- 3) As a quality consultant, what remedial actions would you suggest to improve the present situation?

OR

Q – 5

**Case study: Quality at a manufacturing company**

KP corporation, a manufacturer of heavy trucks had a long, sad and bitter history of employee relations. Engineers and technicians dominated the culture. One of the company's assembly plant 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 lists 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. Subassemblies flowed into assemblies like the tributaries of a river, all moving towards the final assembly line.

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

Based on this summarize the case and answer the following questions:

- 1) Do you think that the system developed by the firm is good? Support your answer with reasons.
- 2) Comment on the human resource management of KP Corporation.
- 3) If you take over as CEO of this firm, what changes would you like to make? How would you begin?

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