

Roll No.

Total No. of Pages : 03

Total No. of Questions : 17

MBA (Sem.-4)

**QUALITY TOOLKIT FOR MANAGERS**

Subject Code : MBA-954-18

M.Code : 78030

Date of Examination : 14-07-22

Time : 3 Hrs.

Max. Marks : 60

**INSTRUCTIONS TO CANDIDATES :**

1. SECTION-A contains EIGHT questions carrying TWO marks each and students has to attempt ALL questions.
2. SECTIONS-B consists of FOUR Subsections : Units-I, II, III & IV. Each Subsection contains TWO questions each carrying EIGHT marks each and student has to attempt any ONE question from each Subsection.
3. SECTION-C is COMPULSORY and consist of ONE Case Study carrying TWELVE marks.

**SECTION-A**

**Define the following terms in 2-3 lines:**

1. Quality Function Deployment (QFD).
2. Taguchi Quality Loss Function.
3. Customer perception of quality.
4. PDCA Cycle.
5. What are the general duties of a quality council?
6. What are the various quality statements?
7. Define 5S.
8. What are the benefits of ISO 14000?

## SECTION-B

### UNIT-I

9. Discuss the concept of quality dimension and quality planning and give suggestions. How can Indian companies do better quality planning to improve the product quality?
10. What is Statistical Quality Control? Discuss the tools, advantages and applications of SQC.

### UNIT-II

11. What are control charts for variables and attributes and why control charts are prepared?
12. How would you define the Variability, Specification and Tolerance? What are their roles to ensure the quality?

### UNIT-III

13. What is operating characteristics curve? What are the various methods of sampling under quality control?
14. What is the essential and advantages of Quality assurance system? What is quality audit and why it is required?

### UNIT-IV

15. Why importance is given to ISO 14000 certification? How is ISO 14000 certificate useful for companies?
16. Elaborate the Zero-defect concept. What are the emerging concepts in quality control?

## SECTION-C

17. Case Study :

The concept of Quality Circles which originated in the United States and actually proliferated in Japan is of recent origin in India. In India, by now several companies have implemented QC programs. Companies where the QC programs have been working successfully include BHEL, Kirloskar Oil Engines, Mahindra & Mahindra, Bajaj Auto, etc. Though QC concept has many positive points, it has failed miserably in many organizations due to certain problems and pitfalls.

M/s Global Manufacturers Ltd was one such company. Following are some important problems of M/s Global Manufacturers Ltd. efforts and their successive failure in the implementation of Quality Circles.

Both employees and managers had a negative attitude toward QC and often resisted its implementation. Managers felt that QC dilutes their authority and importance in the organization. Also, the employees were characterized by their low level of education and also lack of leadership qualities. Lack of management commitment toward QC was demonstrated by not permitting the members to hold QC meetings during the working hours. The members of the QC felt disheartened when their suggestions were not accepted and implemented by the management without giving convincing reasons for not doing so.

**Questions :**

- a. What major problems can you identify that have posed as a major hindrance in the successful implementation of Quality Circles at M/s Global Manufacturers Ltd?
- b. How can the negative attitude of employees towards QC be dispelled?
- c. What steps / measures do you propose so that the employees of M/s Global Manufacturers Ltd. embrace QC and as a result, further enthuse, the members of QC to improve quality of their goods and services?

**NOTE : Disclosure of Identity by writing Mobile No. or Making of passing request on any page of Answer Sheet will lead to UMC against the Student.**