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Register Number :

7106

Name of the Candidate :

M.B.A. DEGREE EXAMINATION DECEMBER 2013.

(PROJECT MANAGEMENT)

(SECOND YEAR)

(ONLINE)

230 — MANAGEMENT OF QUALITY

Time : Three hours

Maximum : 75 marks

SECTION A

Answer any FIVE questions.

(5 × 3 = 15)

1. Define Total quality control.
2. Discuss Reliability?
3. What is FMEA?
4. What are the new things in ISO 9000;2000 standard?
5. Define quality circle.
6. What is statistical experiment?
7. What is meant by testing for homogeneity
8. State the steps in benchmarking process.

SECTION B

Answer any THREE questions.

(3 × 10 = 30)

9. Discuss the benefit of PDCA cycle.
10. State the disadvantages of SPC.
11. Compare and contrast JIT and MRP.
12. State the objective of quality control.
13. State the different failure patterns.

SECTION C

Answer any ONE questions. (1 × 15 = 15)

14. Discuss the importance of Quality circle in total quality management.
15. Discuss the need of Quality in the present day context. What are the impact of quality?
16. Explain in detail the PDCA improvement cycle.

SECTION D

Compulsory question. (1 × 15 = 15)

17. Modi Xerox started its quality improvement project in November 1988. They titled the project as “quality improvement process implementation”. The implementation was carried out in line with the standard Modi Xerox quality Improvement plan comprising five major steps :
 - (a) Planning for TQM implementation
 - (b) Organisation for TQM implementation
 - (c) Executing the implementation plan
 - (d) Evaluating and holding the gains
 - (e) Recycling to assess new customer needs for *kaizen*

In November 1988, Mr Norman Rikard, Vice-president, Quality Xerox Corporation visited India and shared with the company the fishbone framework showing the 6 key enablers that constituted TQM implementation strategy. Modi Xerox Improved these enablers into priorities and business results to evolve the fishbone diagram and named it after Norman Rikard to honour him. The model benefited the company by :

Modi Xerox worked for consistency in enablers and viewed their effectiveness through the eyes of customers, internal and external. Since then the company chose to demonstrate its utility by integrating these key elements themselves into its implementation plan. These key elements are serially given as follows :

- (i) Planning for Quality
 - (1) Identify output
 - (2) Identify customer
 - (3) Identify customer's requirements
 - (4) Requirements specifications
- (ii) Organising for quality
 - (1) Identify steps in work process
 - (2) Identify and select measurement
 - (3) Determine process capability

(iii) Problem Solving Process-PDCA Cycle and Work Process

(iv) Monitoring for quality

(1) Evaluate results

(2) Recycle

The fishbone diagram constitute the following elements :

(A) Enablers (causes)

(B) Role modelling

(C) Recognition and awards

(D) Quality network

(E) Communication

(F) Standards and measures.

(v) Effects (Priorities)

(1) Customer satisfaction

(2) Employee satisfaction

(vi) Business Results (Effects-final)

(1) Revenue

(2) Profit

(3) Return on assets

(4) Market share

Recognition and rewards Component of fishbone diagram of Rikard model was implemented in Modi Xerox as follows :

A QIP team was formed which incorporated the following :

- A 100-point rating sheet to evaluate process disciplines, innovative team working and business results.
- Three tier grading of quality Improvement efforts for recognition through evaluation panels headed by general managers, directors and president
- Sponsorship for competing in recognition events across the Xerox world.

Discuss :

(A) How will you evaluate the TQM implementation at Modi Xerox?

(B) What are the most glaring features of Modi Xerox TQM Models?