

Roll No. 

Total No. of Pages : 02

Total No. of Questions : 15

**MBA (2016 to 2017) (Sem.-3)**  
**TOTAL QUALITY MANAGEMENT**

Subject Code : MBA-942

M.Code : 70750

Time : 3 Hrs.

Max. Marks : 60

**INSTRUCTION TO CANDIDATES :**

1. SECTION-A contains SIX questions carrying FIVE marks each and students has to attempt any FOUR questions.
2. SECTION-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 EIGHT marks.

**SECTION-A**

1. Differentiate between Pareto diagram and fishbone diagram.
2. Discuss the concept of designing for quality.
3. Explain the concept of Statistical Process Control.
4. Discuss the role played by quality circles in improving quality.
5. Discuss the various costs of quality.
6. Write a brief note on ISO 9000 series of standards.

**SECTION B****UNIT-I**

7. Discuss the various tools of TQM.
8. List and explain the various benefits of implementing TQM in a service organization.

**UNIT-II**

9. Differentiate between the characteristics of successful and unsuccessful TQM teams.
10. Discuss the concept of continuous improvement process.

**UNIT-III**

11. List and explain the various factors for excellence.
12. Explain what is meant by organization for quality.

**UNIT-IV**

13. Explain how does total employee involvement help in successful implementation of TQM.
14. Discuss the various barriers to the implementation of TQM.

**SECTION-C****15. Study the case given below and answer the questions that follow :**

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.

- 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.**