

GUJARAT TECHNOLOGICAL UNIVERSITY**MBA - SEMESTER– IV EXAMINATION – WINTER 2020****Subject Code:4549272****Date:05/01/2021****Subject Name:Specialization-POM_Quality Management (QM)****Time:02:00 PM TO 04.00 PM****Total Marks: 47****Instructions:**

1. Attempt any **THREE** questions from Q1 to Q6.
2. **Q7 is compulsory.**
3. **Make suitable assumptions wherever necessary.**
4. **Figures to the right indicate full marks.**

Q. No.		Marks
Q.1	Define following	06
(a)	(a) BPR (b) Quality Circles (c) Control Chart	
(b)	(a) Benchmarking (b) RPN (c) Kizen	06
Q.2	(a) What is Demin award for TQM? Explain about Deming's Philosophy.	06
	(b) Quality management is only applicable to firms in the manufacturing sector and not in the public or service industry. Give argument for or against this assertion and discuss the dimension of service Quality.	06
Q.3	(a) Describe Joseph M. Juran's contribution towards TQM.	06
	(b) Enumerate the various aspects of ISO 14000 environmental management system. Brief the various principles of ISO 14000 series.	06
Q.4	(a) What is 5S? How it will be useful in continuous improvement?	06
	(b) Explain Kano Model. As a manager of a small sporting goods store, describe how you would train front-line employees to handle customer complaints.	06
Q.5	(a) What is a quality policy statement? Briefly describe the purpose of an ISO 9000 quality system.	06
	(b) What is service quality? Explain its various elements towards customer satisfaction.	06
Q.6	(a) What are the factors that Kizen focuses for continuous improvement?	06
	(b) Six sigma concepts can be applied to non manufacturing processes. Do you agree with this statement? Justify your answer with a suitable example.	06

Q.7

CASE STUDY: Made In China

The last decade witnessed dramatic changes in the manufacturing scene the world. Outsourcing, shifting of plants from the West to the East and sourcing from vendors globally is all part of the game. This period has seen the emergence of China as the 'factory of the world', which Chinese products stacking the racks in the supermarkets of every nook and corner of the world.

In the past, Japan enjoyed the legendary status as the manufacturing powerhouse. But, with the rise in Chinese products across the world, Japan's status is gradually diminishing.

The success of China, however, has been blemished by quality-related furore in different parts of the world. The year 2007 saw a series of product recalls and import bans on Chinese products by the West. The trouble started in March 2007, when a Canadian company, which sourced pet food from Chinese manufacturers, complained of animals dying after the consuming the products. Investigations revealed the presence of melamine, a chemical used in the production of plastics, in the pet food.

Reports came about Chinese manufacturers admitting that they added melamine to increase the nitrogen content in the pet food, which makes the protein content of the food higher.

Soon, American toy-manufacturing companies, such as RC₂ Corporation and Mattel, recalled all their toys sourced from China, due to excessive presence of lead in the paint used on the toys. However, Li Changjiang, the then chief of China's quality watchdog, defended the products.

He commented that the whole issue was politically motivated and blamed the client companies of not being able to detect exactly which toys had dangerous levels of lead content, thus rejecting the whole lot from China.

Strangely enough, Mattel later admitted that the recalls made by them were due to the flaws in designs of the toys given by them to the Chinese manufacturers and not due to manufacturing faults.

Another blow to China came from Europe, where two of its toothpaste brands were detected to contain Diethylene Glycol (DEG) as a substitute for glycerol, which is used to thicken the toothpaste. Glycerol is a safe ingredient used by prominent manufacturers worldwide; however, DEG is hazardous to health and may result in mass poisoning.

In July 2007, China executed the former chief of its State Food and Drug Administration (FDA), Zheng Xiaoyu, on charges of taking bribes from Chinese drug manufacturers, who manufactured sub-standard drugs leading to several deaths in the country. The year 2008 proved to be equally difficult from China, when the milk-products scandal broke out. Six infants died; about 900 were admitted to hospitals; and more than 300000 affected people were identified after consuming Chinese milk products.

Several countries instituted a ban against importing Chinese milk products. The presence of melamine in these products was found to increase the protein count, which actually increased the chances of kidney stones in its consumers.

Paul Midler, the author of *poorly made in china; An Insider's Account of the Tactics behind China's production Game*, has tried to identify the root cause of the overall quality problems in China. In his view, the current quality woes in China are a result of 'relationship imbalance and Chinese suppliers. The Chinese suppliers try to cut corners to save costs, while the American buyers pressurize them to meet high quality standards at reasonable prices.

More often than not, the Chinese suppliers know that they are compromising quality to save costs, but they let their American buyers presume where the problems are. The real issue in his view is the reduction of specification by the Chinese and devising way to 'fool' laboratory test equipment and inspection processes.

- (a) Critically analyze if the root cause of quality problems in China is quality planning or quality control? How? 5.5
 - (b) Suggest Ways in which the Chinese Government could tackle the issue of relationship imbalance and asymmetrical information sharing. 5.5
- Q.7**
- (a) Explore if incomplete designs and lax specifications from American clients have landed the Chinese companies in soup 5.5
 - (b) Guide the Chinese government in taking suitable measures to rebuild trust and confidence in the world, for its products. 5.5

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