

Seat No.: _____

Enrolment No. _____

GUJARAT TECHNOLOGICAL UNIVERSITY
MBA – SEMESTER –IV-EXAMINATION – SUMMER-2022

Subject Code: 4549272
Subject Name: Quality Management
Time: 10:30 AM TO 01:30 PM

Date: 14-07-2022

Total Marks: 70

Instructions:

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

- Q – 1** Briefly explain the following terms: **14**
- 1) FMEA
 - 2) ISO 22000
 - 3) Customer driven quality
 - 4) Kitemarks
 - 5) Kano Model
 - 6) Quality in procurement
 - 7) Taguchi Loss Function
- Q – 2 (A)** Depict your understanding for Total Productive Maintenance? Discuss six losses in Total Productive Maintenance. **07**
- Q – 2 (B)** A motor-pump 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? **07**
- OR**
- Q – 2 (B)** What do you understand by Benchmarking? Discuss various benchmarking in detail. **07**
- Q – 3 (A)** Depict your understanding for Quality Management System. Also discuss the role of ISO in quality management. **07**
- Q – 3 (B)** Based on the concept of Kaizen, Explain three types of wastes – muda, muri and mura with examples **07**
- OR**
- Q – 3 (A)** Quality training and education plays an important role in TQM. Discuss in relation with the benefits of TQM. **07**
- Q – 3 (B)** Discuss statistical quality control? How control charts are differed for attributes and variables? Explain with examples. **07**
- Q – 4 (A)** Explain the Guru approach for TQM strategies. **07**
- Q – 4 (B)** Discuss Philip Crosby's contribution in quality management. **07**
- 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 **07**

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.

Q – 4 (B) What do you understand for Business Process Reengineering? Explain. **07**

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:

- a) Do you think that ABC company is properly implemented QAP? Discuss.
- b) What errors do you feel the ABC Company made in the implementation of QAP?

OR

- a) As a quality consultant, what remedial actions would you suggest to improve the present situation?
- b) What are the various problems with the company? How Quality management will address these problems?
