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**NEW SCHEME**

**Fourth Semester M.B.A Degree Examination, July 2007**  
**Business Administration**  
**Total Quality Management**

Time: 3 hrs.]

[Max. Marks:100

Note :1. Answer any **FOUR** full questions from Q1 to Q7.  
2. Question number 8 is compulsory.

- 1 a. Describe the five views of quality. (03 Marks)  
b. Discuss Deming's deadly diseases and sins that obstruct the quest for quality. (07 Marks)  
c. Explain the Baldrige Award criteria for performance excellence. (10 Marks)
- 2 a. What is a 'Process'? What are its characteristics? (03 Marks)  
b. Discuss the significant characteristics of 'Quality circles'. (07 Marks)  
c. Explain the advantages and limitations of Bench Marking. (10 Marks)
- 3 a. What is 'Re-engineering'? Why is it needed? (03 Marks)  
b. Briefly explain the principles of total quality. (07 Marks)  
c. Briefly explain the four themes around which Juran's contributions to TQM revolve. (10 Marks)
- 4 a. What are the three important aspects of designing product for quality? (03 Marks)  
b. Briefly explain the TQC tools. (07 Marks)  
c. Discuss the management and planning tools for implementing policy deployment. (10 Marks)
- 5 a. What is 'Bench Marking'? What are the three types of Bench Marking? (03 Marks)  
b. Bring out the differences between continuous process improvement and process re-engineering. (07 Marks)  
c. Discuss the dimensions of product quality and service quality. (10 Marks)
- 6 a. Describe the key elements of Feigenboum's philosophy of quality control. (03 Marks)  
b. Discuss the seven principles of activating team work in quality circles. (07 Marks)  
c. Explain Poka-Yoke and its application for services with suitable examples. (10 Marks)
- 7 a. What is strategic quality management? What are its components? (03 Marks)  
b. Discuss the seven step Bench Marking model. (07 Marks)  
c. What are the benefits and limitations of re-engineering? (10 Marks)

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## 8 Case study :

## Heavy Truck (HT) Corporation :

HT Corporation, a manufacturer of heavy trucks had a long, sad and bitter history of employee relations. The company openly practiced "management through terrorism". Engineers and technicians dominated the culture. One of the company's assembly plants devoted major resources to statistical process control. An entire department staffed with engineers justified its existence by keeping control charts. The engineers collected and stored data on a computer and posted the charts in every production department once each week. They also posted lists of problems and defects attributable to each department. Another department kept itself busy with "work design" and assembly line balancing". The plant was highly product focused. Material moved smoothly from one operation to next.

Sub assemblies flowed into assemblies like the tributaries of a river, all moving toward the final assembly line.

Despite this effort, quality was mediocre at best. HT corporation devoted more factory space to rework and repair operations than to the original assembly. The individual and social aspects of the system were largely ignored. People lacked interpersonal skills, common goals and trust and they could not hope to attain these qualities under the existing power structure and reward system.

- a. Comment on the human resource management of HT Corporation. (05 Marks)
- b. Why quality was mediocre at best? (05 Marks)
- c. In spite of problems, the production was smooth – comment. (05 Marks)
- d. If you take over as chief executive officer of HT corporation what changes would you make? How would you begin? (05 Marks)

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**Fourth Semester MBA Degree Examination, Dec. 07 / Jan. 08**  
**Total Quality Management**

Time: 3 hrs.

Max. Marks: 100

Note : Answer any FIVE full questions.

- 1 a. Differentiate between (Little) Small Q and (New) Big Q. (03 Marks)  
b. Explain POKA – YOKE method. Give two examples. (07 Marks)  
c. Explain Benchmarking. Briefly explain the various steps in Benchmarking process. (10 Marks)
- 2 a. What is Quality Manual? (03 Marks)  
b. Explain briefly the role of Quality Circles. (07 Marks)  
c. What are the demings deadly diseases and sins? Explain. (10 Marks)
- 3 a. Explain the relevance of ISO 14000 to TQM. (03 Marks)  
b. Briefly explain Philip Crosby's TENET – Quality is free. (07 Marks)  
c. Explain the criteria for performance excellence of a firm for Malcolm Baldrige national Quality Award. (10 Marks)
- 4 a. Explain three main concepts of just in time in production. (03 Marks)  
b. Briefly describe Juran's Quality Trilogy process. (07 Marks)  
c. Briefly explain the seven Quality Controls tools, with examples for any two. (10 Marks)
- 5 a. What is Demings cycle or wheel? (03 Marks)  
b. What is Kaizen? What are the important guiding principles of Kaizen? List out the activities which fall under Kaizen umbrella. (07 Marks)  
c. What is house of quality in QFD Approach? Outline the process of building the house of quality. (10 Marks)
- 6 a. Explain the meanings of 5'S' with typical examples. (03 Marks)  
b. Explain European Quality award for business excellence model with a block diagram. (07 Marks)  
c. Explain the five levels of SEI – CMM. (10 Marks)
- 7 a. What do you understand by 3R's of Re – engineering? (03 Marks)  
b. Explain briefly the benefits, an organization can achieve, by implementing TQM. (07 Marks)  
c. Explain Business process re-engineering, steps to be followed in conducting a B.P.R.E. and impact on TQM. (10 Marks)

8 **CASE STUDY :**

ABC Company Transmission Problem

ABC automobile Company pioneered its immensely popular mini Van in 1994 which quickly became the best selling product the company had ever built. Within five years, ABC held more than 50 percent of the market share for Mini Van's. In 1999 ABC offered a new automatic transmission as an option in some of its top models of mini vans and luxury automobiles. The new transmission immediately ran into trouble when many customers reported serious problems.

Claiming that it had made improvement to reduce the initial problem ABC continued to use the transmission. Mean while the centre for auto safety, a customer group that monitors the auto industry, charged that ABC had not tested the transmission before introducing it. The group claim was supported by data on owner complaints and frequency of repairs. During the first year of ownership itself, about 20 percent of the owner's were reporting problems with the new transmission.

For the 2001 model, ABC extensively modified the design of the vehicle but continued to use the same problematic transmission as standard equipment with most of the large engine in high demand.

As a result, the ABC which was placed at the top in the magazine 'Consumer Reports' for many year's dropped to the bottom of the list in 1991, citing the transmission in particular as well as other signs of deteriorating quality. A New TATA model captured the top spot that year.

Analyze and discuss the following questions :

- a. What factor might you attribute ABC failure and maintain market leadership? (05 Marks)
- b. What might ABC have done differently? (05 Marks)
- c. How might a stronger focus on quality have helped? (05 Marks)
- d. If you take over as a CEO of ABC company, what changes would you make? How would you begin? (05 Marks)

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Max. Marks: 100

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**Fourth Semester MBA Degree Examination, June-July 2009**  
**Total Quality Management**

Time: 3 hrs.

Max. Marks:100

**Note : Answer any FIVE full questions.**

- 1 a. How can the policy statement of an organization be tied to its vision and mission statements? (03 Marks)  
b. What are the various costs of quality? How can they be reduced? (07 Marks)  
c. What are Deming's 7 deadly diseases and sins? Write a short note on each of them. (10 Marks)
- 2 a. How is quality assurance different from quality control? (03 Marks)  
b. With an illustration, explain Taguchi's QLF. (07 Marks)  
c. Explain in detail Juran's Quality Trilogy Process. (10 Marks)
- 3 a. What is MBWA? How can it contribute to TQM? (03 Marks)  
b. What are the 5 objectives of ISO 9000? (07 Marks)  
c. Explain the MBNQA criteria in detail. (10 Marks)
- 4 a. What does Crosby mean when he says "Quality is Free"? (03 Marks)  
b. Detail the benefits of QFD in an organization? (07 Marks)  
c. What is Poka - Yoke? How can it be used in service organization? (10 Marks)
- 5 a. What is the role of quality in strategic planning? (03 Marks)  
b. Discuss the significance of employee involvement and employee empowerment in quality management. (07 Marks)  
c. Explain the 6 steps in developing a TQM culture in an organization. (10 Marks)
- 6 a. Write a short note on ISO 14000. (03 Marks)  
b. Efficiency has been defined as "doing things better" and effectiveness as "doing better things". How can benchmarking be used to improve both efficiency and effectiveness? (07 Marks)  
c. What must management do to support and sustain quality circles? (10 Marks)
- 7 a. Give a brief account of designing for robustness. (03 Marks)  
b. Explain the 3 R<sub>s</sub> of re - engineering. (07 Marks)  
c. Discuss the 5 levels of SEI - CMM. (10 Marks)

8 (Mandatory Question)

XYZ company 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 (QAP). Previously, all inspection was done by workers on their own work. As the current employees and managers lacked formal education in quality assurance, it was decided to form a team of recent college graduates for the QAP.

The team that was formed was given the responsibility to reduce the percentage of defective items being produced to half of the present level in one month.

However, problems began to crop up immediately. Conflicts arose between inspectors of the QAP and the workers. Some of the older employees felt they were being insulated whenever a quality problem was traced to their work. This resentment often resulted in their work deteriorating further instead of improving. Other workers believed that they were 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 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 QAP improperly.

Questions :

- a. What errors do you think the company made in the implementation of QAP? (10 Marks)
- b. What remedial measures would you take to improve the current situation? (10 Marks)

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**Fourth Semester MBA Degree Examination, Dec.09-Jan.10**  
**Total Quality Management**

Time: 3 hrs.

Max. Marks:100

**Note: 1. Answer any FOUR full questions from the Q.No.1 to 7.**  
**2. Question No. 8 is compulsory.**

Important Note: 1. On completing your answers, compulsorily draw diagonal cross lines on the remaining blank pages.  
 2. Any revealing of identification, appeal to evaluator and/or equations written eg, 42+8=50, will be treated as malpractice.

- 1
  - a. What do you understand by Taguchi's Quality loss function? (03 Marks)
  - b. Elucidate the different steps in the Re-engineering process. (07 Marks)
  - c. Explain any four management tools for implementing policy deployment. (10 Marks)
- 2
  - a. What are the common causes for TQM failure in an organization? (03 Marks)
  - b. Discuss the issues related to benchmarking process. (07 Marks)
  - c. Give the background of Capability Maturity Model (CMM) and explain its five stages with a neat sketch. (10 Marks)
- 3
  - a. Write a brief note on European Quality Award. (03 Marks)
  - b. Enumerate the reasons for resistance to change and the techniques to overcome the resistance. (07 Marks)
  - c. How the QFD is helpful for different levels of people in an organization? Also, explain the four linked matrices of QFD. (10 Marks)
- 4
  - a. What is the meaning and essence of Jidoka? (03 Marks)
  - b. Discuss the various steps involved in creating TQM culture in an organization. (07 Marks)
  - c. Explain the roles of teams in an organization. What are self managed teams, its benefits and limitations? (10 Marks)
- 5
  - a. What are the limitations of benchmarking? (03 Marks)
  - b. Describe the role of the chief executive and the top management in TQM implementation. (07 Marks)
  - c. Bring forth the relationship between ISO 9000, Baldrige Award criteria and QS 9000. (10 Marks)
- 6
  - a. Define the term Strategic Quality Management/Planning. (03 Marks)
  - b. Compare and contrast Juran's and Deming's philosophies. (07 Marks)
  - c. Explain the different dimensions of quality. (10 Marks)
- 7
  - a. Differentiate Business Process Reengineering (BPR) and TQM. (03 Marks)
  - b. Discuss the foundational elements of TQM. (07 Marks)
  - c. Given an account of evolution of quality movement – from inspection to TQM. (10 Marks)

**8 Case-Study :**

KLM and ISO 14000

In 1991, the Dutch Airline KLM became the first airline to achieve ISO 14000 certification of its environmental management system, leading to measures that have reduced noise, in-flight water consumption, and use of toxic dry cleaning chemicals, led to 40% cabin paper recycling, improved wastewater quality, and saved 1.6 million kilograms of fuel in the year 2000.

Environmental issues such as fuel and energy saving, reduction in noise, emissions, wastewater, and waste separation, are just a few that arise from the daily operation of an airline. The fuel efficiency of air transport is determined by factors such as the specification of the aircraft, the optimal design of the timetable, the route, altitude and flight speed, optimal loading, the on-board service, and measures to reduce noise pollution. Hence, a coordinated and systematic approach is required to achieve the environmental objectives effectively and efficiently.

Looking around the cabin during a KLM Flight, passengers may find it difficult to see how thinking green has affected the nature of KLM's service. 'That's as it should be', says the corporate environmental manager. 'We can't push for environmental efficiency at the expense of service. The quality of service remains paramount.' Nevertheless, if you look very carefully, the signs are there. In the duty-free selection on board, for example, low-turnover goods have been eliminated in order to reduce weight and increase fuel efficiency. Our research showed that a single bottle of whisky was traveling the equivalent of three times round the world before being sold! Discarded newspapers are now recycled rather than bundled with other cabin refuse and flight crew uniforms are now made from fabric which no longer requires dry cleaning - a simple detail which significantly reduces the amount of toxic, dry-cleaning chemicals released into the environment.

After, closely monitoring water consumption on flights, they now have a much better idea of actual water requirements and can avoid loading planes with excess barrels. This alone led to a saving of about 1.6 million kilograms of fuel last year, helping KLM achieve fuel efficiency some 20% higher than the average European airline. For KLM, as for any other airline, the major environmental impact lies in the efficient use of fuel. Given that there is no immediate prospect of 'greening' aviation fuel, airlines must make the most of what they use. Jet aircrafts may be seen as gas guzzlers, but on long distances they are more economical than the average car!

***Questions :***

- a. Name any two principles of ISO 14000 and the actions taken by KLM to fulfill these principles. (05 Marks)
- b. What are the measures taken by KLM to implement set of standards as enunciated by ISO 14000? (07 Marks)
- c. How is KLM able to implement the Design for the Environment (DFE) initiative? (05 Marks)
- d. Suggest some improvements to KLM to comply with ISO 14000 standards. (03 Marks)

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**Fourth Semester MBA Degree Examination, May/June 2010**  
**Entrepreneurship Development**

Time: 3 hrs.

Max. Marks:100

**Note: 1. Answer any FOUR full questions from Q.1 – Q.7.**  
**2. Question No. 8 is compulsory.**

- 1 a. Differentiate between intrapreneur and entrepreneur. (03 Marks)  
b. Explain in detail the entrepreneurial decision process. (07 Marks)  
c. Explain briefly the different modes used by entrepreneur to enter or engage in international business. (10 Marks)
- 2 a. When does an idea become a business opportunity? (03 Marks)  
b. Distinguish between invention and innovation. Explain the importance of innovation in entrepreneurship. (07 Marks)  
c. Briefly explain the role of entrepreneurship in economic development. (10 Marks)
- 3 a. State the reasons for failure of a business plan. (03 Marks)  
b. Explain the steps in preparing the marketing plan. (07 Marks)  
c. Briefly explain the different types of creativity and problem solving techniques. (10 Marks)
- 4 a. Explain the activities of NABARD. (03 Marks)  
b. Discuss the functions of DIC in providing assistance to emerging entrepreneurs. (07 Marks)  
c. Outline the typical business plan in starting up a new venture. (10 Marks)
- 5 a. What is 3-circle model of a family business? (03 Marks)  
b. Define family business and explain various types of family business. (07 Marks)  
c. Write short notes on : (10 Marks)  
i) NSIC  
ii) SIDBI.
- 6 a. What is meant by turn – key projects? (03 Marks)  
b. Differentiate between international and domestic entrepreneurship. (07 Marks)  
c. Explain the rights and responsibilities of family shareholders of a family business. (10 Marks)
- 7 a. What is franchising? (03 Marks)  
b. What is acquisition? Briefly explain its advantages and disadvantages. (07 Marks)  
c. What is venture capital? Discuss various stages in venture financing. (10 Marks)

Important Note : 1. On completing your answers, carefully draw diagonal cross lines on the remaining blank space. Any revealing of identification, appeal to evaluator and/or equations written eg. 42+8 = 50, will be treated as malpractice.

**CASE STUDY****Globalizing Local Talent**

Mrs. Roopa Gupta was an intelligent, creative and energetic lady. In spite of being an M.Sc. in chemistry, she was a housewife. Her husband, an M.A in economics, was a bank official. Both hailed from a non – business background. Mrs. Gupta wanted to supplement her family income, but did not want to opt for a job. She wanted to get absorbed in a creative activity with some earning potential.

Rural crafts and metal handicrafts held a special appeal for her. Mrs. Gupta had participated in annual exhibitions organized by NGO's and won prizes and appreciation. At one exhibition, Mrs. Gupta came into contact with an American interested in artificial jewellery. Mrs. Gupta got these fabricated through local artisans, and showed them to the American customer, who had highly appreciated them. Subsequently, an arrangement was made to book a few consignments to the USA through an exporter.

After the success of this endeavor, Mrs. Gupta looked to the prospects in export business. She decided to expand her set – up. Together with a bank loan and money from friends and relatives, she floated their own exporting firm, Medha international. Ornaments, brassware, paper mache product, and lacquer miniatures from Andhra Pradesh and Jaipur constituted the main items of export.

During her foreign tours Mrs. Gupta discovered that ornamental cane furniture could be another promising export item. Through observation, direct interaction with customers and reading she formed a partial idea about the type and design of caneware that would appeal to western countries. Back home, she explored the northeastern regions of the country to find out about cane products available there.

Mrs. Gupta quickly switched over to exporting cane furniture only, as there was no competition at all. She provided work to 60 traditional artisans and tribals who took pride in the fact that their work traveled globally and that they contributed to the country's earnings. Mrs. Gupta's marketing strategy was simple, she would display her wares at exhibitions in different parts of the world and book orders directly.

Every year, Mrs. Gupta would come out with new designs. She did not take part in exhibitions in India, nor allow anybody to see her designs. This step eliminated any possibility of imitation and resultant competition. Only trusted employees were allowed to see the designs and since the employees were a satisfied happy lot, there were no question of any breach of trust.

Answer the Questions :

- a. What are the qualities of Mrs. Roopa Gupta as an entrepreneur? (05 Marks)
- b. Explain the strategy of Mrs. Gupta which helped her to develop the venture. (05 Marks)
- c. Identify the working environment of Roopa Gupta. (05 Marks)
- d. Critically examine "think global and act local" in case of Roopa Gupta. (05 Marks)

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