

Roll No.

Total No. of Pages : 03

Total No. of Questions : 10

MBA (Sem.-4)

QUALITY TOOLKIT FOR MANAGERS

Subject Code : MBA-954-18

M.Code : 78030

Date of Examination: 03-06-2025

Time : 3 Hrs.

Max. Marks : 60

INSTRUCTIONS TO CANDIDATES :

1. **SECTION-A** contains **EIGHT** questions carrying **TWO** marks each and students has to attempt **ALL** questions.
2. **SECTIONS-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 **TWELVE** marks.

SECTION - A

1. **Answer the following :**
 - a. Discuss the functions of quality management within an organization.
 - b. Differentiate between "Inspection" and "Quality Control", highlighting their objectives and methods.
 - c. Discuss various patterns on control charts.
 - d. Explain the concept of "Process capability" and its relevance in quality management.
 - e. Define "Acceptance Sampling" and discuss its advantages over 100% inspections.
 - f. Outline the principles and essentials of Quality Assurance and its role in ensuring product quality.
 - g. Describe the ISO : 14000 series of standards and its importance in quality management systems.
 - h. Explain the concept of JIT Systems.

SECTION - B

UNIT - I

2. Discuss the need for quality management in modern industries, citing examples.
3. Discuss the types of inspection methods used in quality management.

UNIT – II

4. Compare and contrast control charts for variables and attributes, highlighting their differences in application and interpretation.
5. Discuss the factors that contribute to Type-I and Type-II errors in control chart analysis and suggest strategies for minimizing these errors.

UNIT - III

6. Explain the concept of a sequential sampling plan and discuss how it differs from traditional sampling methods.
7. Define a quality audit and identify its types. Discuss the purposes of quality audits and their role in evaluating the effectiveness of a quality assurance system.

UNIT-IV

8. Outline the ISO: 9000 Systems and discuss their significance in environmental management.
9. Explain the concept of "Zero Defect Concept" and discuss its implementation strategies in manufacturing processes.

SECTION - C

10. Case Study : Labor Dispute at Sunshine Garments

XYZ Manufacturing Company embarked on a journey to enhance its production processes by adopting Total Quality Management (TQM) principles. However, the transition encountered hurdles primarily due to resistance from certain employees who were accustomed to traditional methods. This resistance stemmed from various factors, including fear of change, skepticism about the effectiveness of TQM, lack of understanding of TQM principles, and concerns about job security or role changes. Consequently, the company experienced delays in realizing the desired quality improvements, leading to frustration among management and employees alike.

To address these challenges and successfully implement TQM principles, XYZ Manufacturing Company can adopt several strategies. Firstly, fostering a culture of open communication and transparency is crucial. Management should actively engage with employees to explain the rationale behind TQM implementation, address concerns, and solicit feedback. Providing comprehensive training and education on TQM principles and methodologies is essential to equip employees with the knowledge and skills necessary to embrace the change positively. Additionally, involving employees in the decision-making process and empowering them to contribute ideas for process improvement can help foster a sense of ownership and commitment to TQM. Recognizing and rewarding employees who actively support TQM initiatives can further incentivize participation and create a supportive environment for change. Moreover, implementing a phased approach to TQM implementation, with clear goals and milestones, can help mitigate resistance and facilitate a smoother transition. Finally, establishing effective mechanisms for ongoing monitoring, evaluation and feedback can enable the company to continuously assess progress, address challenges promptly and sustain the momentum of TQM implementation.

Questions :

- a. Identify the challenges faced by XYZ Manufacturing Company in implementing Total Quality Management (TQM) principles.
- b. Suggest strategies that XYZ Manufacturing Company can adopt to overcome resistance to change and successfully implement TQM principles.

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.