

June 2016

**Bachelor of Business Administration (BBA) Examination
VI Semester**

Total Quality Management

Time 3 Hours]

[Max. Marks 80

Note : Attempt any four questions (out of seven questions) from Section A. Each question of Section A-carries 15 marks. Section B carries 20 marks. (A Case Compulsory)

Section A

1. Give any three definitions of quality and explain the concept of quality with the help of those definitions.
2. Explain "Juran's Quality Trilogy."
3. Describe the various steps involved in QFD process.
4. Explain the 14 steps involved in Cross by's quality management.
5. Explain Statistical Process Control and write its advantages.
6. What are the goals of Six Sigma ? Is Six Sigma implementation is able to achieve quality improvement ?
7. Write a note on ISO-9000:2000 quality system.

Section B

8. Read the case and answer the questions given at the end :

Case : THE CASE OF QUALITY AT ABC COMPANY

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, 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 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.

Discussion Questions :

- (a) What errors do you feel the ABC company made in the implementation of QAP ?
- (b) What remedial actions would you take to improve the present situation ?

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