



University of Kelaniya - Sri Lanka

Centre for Distance and Continuing Education

Faculty of Commerce & Management Studies

Bachelor of Business Management (General) Degree Third Examination (External) – 2012

June/ July - 2015

BMGT E 3035 – Total Quality Management

No of questions – 06

Time: 03 Hours

Question number (01) is compulsory.

Answer four (04) questions including question no 01.

(01) 40 years old manufacturing company that supplies automobile parts finds it difficult to face competition in the last few years. Even though there are external reasons like impetrated companies and arrival of foreign competitors, the company has figured out that the productivity is not optimum in its main plant. A visit to the plant showed that the workplace is not organized well. Unnecessary parts and tools occupied space, Duration of maintenance activities stretched beyond norms. Workers spend a large amount of time looking for tools and other accessories needed. Machine manuals are difficult to find. The shop floor was not clean and there were small accidents due to all spilled on the floor. There was even confusion regarding the responsibilities of people. Any new standard was forgotten soon and the problems repeated again and again. People spend more time location materials and finished goods. Shipment deadlines were missed. The company decided to reorganize the workplace and improve quality.

i) Prepare a management report to Company Director Board including following sub sections

a) Executive Summary

(02 marks)

- b) Background of the Study (06 marks)
 - c) Expected Outcomes (06 marks)
 - d) Main Suggestions (06 marks)
 - e) Implementation plan (06 marks)
 - f) Schedule of Distribution of responsibilities (06 marks)
 - g) Group the activities the help to increase productivity and quality (06 marks)
 - h) Conclusion (02 marks)
- (Total Marks - 40)

(02) a) Explain the difference between the following definitions of quality.

Def 1: "Conformance to specifications".

Def 2: "Quality is meeting or exceeding customer expectations."

(10 marks)

b) Explain the 14 principles of Crosby? What is Crosby's management grid and its relevance in the present context?

(10 marks)

(Total Marks - 20)

(03) a) Efficiency has been defined " Doing things better" and effectiveness as "Doing better things". Describe how benchmarking can be used to improve both efficiency and effectiveness.

(10 marks)

b) List down and explain difficulties are typically encountered when competitors directly benchmark ? List down and explain several ways to work around those problems

(10 marks)

(Total Marks – 20)

- (04) a) What is the purpose of an organization in TQM? Why is answer “making money” not enough of a purpose? Explain
(10 marks)
- b) How does TQM integrate the humanistic approach with scientific methods? List down the elements and explain them.
(10 marks)
(Total marks -20)
- (05) i) Explain the concept of "Juran's Trilogy of Quality management" adopted by companies to achieve Quality leadership
(10 marks)
- ii) Describe Six Sigma. "Six sigma are merely repackaged versions of old quality improvement programs" Comment on this statement
(10 marks)
(Total Marks -20)
- (06) i) “Awards are not the end in the themselves but a beginning to process further”
Comment on this statement
(10 marks)
- ii) Evaluate Deming's Awards critically and bring out factors that contribute to performance Excellence in an organization
(10 marks)
(Total Marks -20)

