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IV Semester M.B.A. Degree Examination, October - 2021

MANAGEMENT

Total Quality Management  
(CBCS Scheme 2019-2020)

Paper - 4.6.3

Time : 3 Hours

Maximum Marks : 70

**SECTION - A**

Answer any FIVE questions, each carries 5 marks.

(5×5=25)

1. Discuss the determinants of quality.
2. What is Failure Mode Effect Analysis (FMEA)? Explain.
3. Explain the problems of measuring quality costs accurately?
4. What do you understand by customer delight? Elucidate.
5. Explain vendor management quality audit.
6. What are the objectives of internal audit for ISO9000 standards?
7. Discuss the limitations of bench marking?

**SECTION - B**

Answer any THREE questions, each carries 10 marks.

(3×10=30)

8. Describe in detail the TQM tools and techniques.
9. How to bring TQM culture in organizations? Explain in brief the different behavioural aspects.
10. What are the contributions of Deming, Juran and Crosby to quality management?
11. Bring out the Meaning and significance of statistical process control (SPC).

[P.T.O.]



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SECTION - C

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**Compulsory Question.**

(1×15=15)

**12. Case Study :**

Gillette began its global operations in 1905 when it opened a manufacturing plant in Germany. This global strategy and success saw the firm extending its operation to Latin America. Argentina was a potential market after tariffs and business policies were revised. Having operated under unfavorable regime, the firm perceived future competition and decided to create competitive advantages.

Key figures in the firm such as Carlos Rotundo and Jorge Micozzi suggested better quality as the solution to the market issues. The management had to change the organizational culture which was not strategic for the future market circumstances. Rotundo had already began creating a new organizational culture when Micozzin came up with the idea of total quality management (TQM) that made Gillette Argentina the most successful affiliate in Latin America.

Gillete endeavored to meet the challenges of quality that the employees faced. Initially, Rotundo responded quickly to the employee complaints about the contract approach by delegating responsibility to investigate them to Victor Walker. The newly hired quality manager emerged to be a successful preparer of the team members and organizer of TQM process.

As competition threat continued to intensify in the Argentine market, Gillette embarked on a TQM system to counter the competition. The challenge the firm faced of getting the employees to take on the system was solved by extensive training, workshops, consultation and proper response to the quality challenges perceived.

**Questions :**

1. How Gillette has succeeded in getting employees to take on the new system?
  2. Explain the ways to involve teams in the TQM process.
  3. What is the role of work culture in Gillette's success?
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