



**THE OPEN UNIVERSITY OF SRI LANKA**  
**COMMONWEALTH EXECUTIVE MASTER OF BUSINESS/PUBLIC**  
**ADMINISTRATION**

**FINAL EXAMINATION – August 2019**

**MCP1654 / MSPA354– QUALITY MANAGEMENT**

**DURATION: THREE (03) HOURS**

**Date: 28<sup>th</sup> August, 2019**

**Time: 9.30 am – 12.30 pm**

**Instructions:**

- **Answer five (5) questions including Question no.1.**
- **Cite Sri Lankan examples where necessary.**
- **Your answers should be focused and methodical.**

**Q1 (Compulsory question)**

Martin and Company is a floor tile manufacturing company and it is a member of prestigious conglomerate of XYZ Group. Martin and company has ISO 9000 certification and it is the second year of having this certification. It has little over five hundred employees and the company mostly caters to the export markets. The management has observed that in the past six months the company has received large number of complaints and found that the complaints were specifically related to product delivery delays and moreover those complaints were not answered properly. The Managing Director (MD) called the Quality Assurance Manager and told him to investigate it in view of the ISO 9001 certified company environment in order to find out why this has become a recurring problem.

Categorized data for the last three months are as follows:

<b>Type of Complaints</b>	<b>May</b>	<b>June</b>	<b>July</b>
Product related	25	37	50
Delivery delays	19	45	63
Complaint response	25	38	87

Assume that you are the Quality Assurance Manager of Martin and Company.

In view of the above, you want to find out the exact causes for the above problems and intend to submit your recommendations to the Managing Director.

Questions:

- a) Explain in detail how you plan the investigation with exact steps that will be taken under the requirements of ISO 9001. (8 marks)
- b) Identify the areas you will prioritize to handle this situation and describe those areas. (6 marks)
- c) Your MD has said this situation indicates that “ISO 9001 Certification is only a commercial tool”. Do you agree with this statement? Explain. (6 marks)
- Q2** a) Explain ‘External Failure Costs’ associated with costs of quality. (6 marks)
- b) Discuss the importance of calculating ‘Failure costs’ related to quality control of a company. (7 marks)
- c) Discuss in detail the relationship between ‘Appraisal costs’ and ‘Failure costs’ related to quality control. (7 marks)
- Q3** a) Explain ‘Quality Planning’ within an organization as explained by Dr. Juran. (6 marks)
- b) Explain Deming’s approach for TQM and its relevance to any industry. (Hint: take any organization of your choice as an example and discuss.) (8 marks)
- c) Compare and contrast “Juran’s Approach” and “Crosby’s approach” to quality management. (6 marks)
- Q4:** a) Explain the concept of “Six Sigma” used for quality management. (5 marks)
- b) A company engages in designing and manufacturing of products for the export markets is considering to introduce “Six Sigma” as an approach for quality improvement by reducing the internal variation. Discuss whether “Six Sigma” concept can be used for this purpose and, if so, the appropriate type of six sigma that is suitable for this situation. (8 marks)
- c) Describe “process variation” and why managers take steps to minimize it. (7 marks)

- Q5** a) Describe the “Check Sheet” and “Histogram” used for quality control. (7 marks)
- b) Explain through an example the manner of using the above tools in any manufacturing company. (7 marks)
- c) ‘The use of “Control Charts” in an apparel company plays a vital role for quality improvement.’ Do you agree with this statement? Explain. (6 marks)
- Q6:** a) Explain benefits of the use of ISO 9001 Quality Management System of an organization. (5 marks)
- b) Compare and Contrast the role of ISO 9001 Quality Management System in the following organizations.
- i. A manufacturing company
  - ii. A small -sized engineering company (10 marks)
- c) Describe the key advantages of focusing on continual improvement? (5 marks)
- Q7** a) Assume that you are the Quality Assurance Manager of a Paints manufacturing company. Your company has ISO 9001 certification and you initiated a project to proceed in implementing a TQM program. Explain in detail how you should proceed in establishing a successful TQM system in your company and the type of the TQM model that you would select for this purpose. (10 marks)
- b) A company engage in *maintenance and repairs for motor vehicles* to a large number of clients intends to improve its service quality. Explain in detail the areas that they need to focus to achieve expected results. (10 marks)

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