

THE OPEN UNIVERSITY OF SRI LANKA
COMMONWEALTH EXECUTIVE MASTER OF BUSINESS/PUBLIC
ADMINISTRATION (CEMBA/CEMPA) PROGRAMME
LEVEL 10
OSPA354/MSPA354/MCP1654 QUALITY MANAGEMENT
FINAL EXAMINATION – 2022



DURATION – THREE (03)

Date: 24th September 2022

Time: 9.30 am to 12.30 pm

Instructions

- Answer FIVE (5) questions including question Q1 (compulsory question).
- Write legibly and be focused.
- All questions carry 20 marks. Total marks 100.

Part A – Compulsory question

Q1.

LMS is a Children's wear Garment manufacturing company located in Mawathagama, Sri Lanka. The company manufactures products based on the orders received from overseas buyers. Currently, the company has four regular buyers, and they continuously give orders to manufacture Children's wear Garments. These buyers' standards are very high therefore the company has trained especially a number of employees on the requirements of these buyers, and they are assigned to work on these orders. However, once they checked at their end on a random basis, they found the last few months' products are having iron marks and are also short in size deviating from the standards specified. One buyer specifically highlighted in one of his recently received lots that when checked, the height of the children's wear it was short by 1.5 cm.

The buyers have sent complaints to the company indicating the types of defects and requesting to take immediate corrective actions to ensure that such defects do not recur.

Moreover, they informed the company if this trend continues, they will discontinue the regular orders provided to the company. However, considering the seriousness of the issues the Managing Director convened a meeting to discuss the issues. At the meeting, the Production Manager informed that before starting the production they discussed the buyer's requirements and passed on the requirements to each and every responsible person and he cannot identify how these issues had taken place. The Quality Assurance Manager informed that since they selected samples on a random basis for analysis there may be a possibility to have a probability of not identifying all the defects in a lot.

Considering the above information, the Managing Director requested them to make a sound criterion to avoid the issues and for that, he formed a team comprising of the Production Manager, Quality Assurance Manager, and Finance Manager and instruct them to report the recommendations within one week.

Based on the above situation answer the following questions.

- a) If you are one of the team members of this committee, explain briefly what approach you intend to follow. (6 marks)
- b) In your opinion what factors may have contributed to the above situation? Explain. (8 marks)
- c) Explain the recommendations you propose to overcome the quality related issues at LMS. (6 marks)

Part B - Answer any FOUR (4) questions from the following.

Q2.

- a) Explain why the Quality of products is important in today's context. (6 marks)
- b) 'Quality means customer satisfaction.' Explain in your own words the meaning of this statement. (8 marks)
- c) From a purchasing point of view, how you can assure the building of quality of products. (6 marks)

Q3.

- a) Explain the importance of a 'Quality Management System'. (6 marks)
- b) Explain whether ISO 9001 Certification can be obtained by the Faculty of Management studies of a particular University. (10 marks)
- c) Give four benefits of having ISO 9001 Certification for an organization. (4 marks)

Q4.

- a) Explain the meaning of Total Quality Management. (5 marks)
- b) Do you consider for developing a TQM culture within an organization, employees should be knowledgeable on the application of different Quality Tools? Explain your opinion. (6 marks)

- c) Explain what approach should be followed to apply the TQM concept in a government organization. (Hint: Use any Government Organization as an example and explain your approach) (9 marks)

Q5.

- a) Explain "Quality cost categories". (8 marks)
- b) Explain why a manufacturing organization should measure failure cost. (6 marks)
- c) Explain whether process improvement in a manufacturing plant would lead to reducing the quality cost. (6 marks)

Q6.

- a) Explain the 'Five S' practiced in organizations. (8 marks)
- b) Explain three benefits that can be achieved by practicing Five S. (7 marks)
- c) Explain the meaning of "Seiton" using practical examples from a service-oriented organization. (5 marks)

Q7.

- a) Explain why six sigma is important in quality management. (6 marks)
- b) One of the principles of Six Sigma is DMAIC. Explain the meaning and the process of DMAIC in relation to quality management. (8 marks)
- c) Describe three benefits that can be achieved with the use of Six Sigma in a manufacturing enterprise. (6 marks)

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