

THE OPEN UNIVERSITY OF SRI LANKA  
 FACULTY OF MANAGEMENT STUDIES  
 COMMONWEALTH EXECUTIVE MASTER OF BUSINESS / PUBLIC  
 ADMINISTRATION  
 LEVEL: 10  
 MCP1654/ MSPA354/ OSPA354 QUALITY MANAGEMENT  
 FINAL EXAMINATION  
 DURATION THREE (03) HOURS



DATE: 19.08.2023	TOTAL MARKS: 100	TIME: 01.30 pm – 04.30 pm
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#### Important Instructions

- Question Number One (01) is compulsory and answer any four (04) questions
- Total number of questions Seven (07)
- Write your index number on every page in the answer script
- Draw clearly and label diagrams wherever necessary
- Marks have been mentioned at the end of each question
- All the workings should be shown clearly.
- Start each answer for a new question from a new page.
- Use of non-programmable calculator is allowed.

#### Question No (01)

AB Land is a hotel catering to local and foreign guests. The hotel's top management observed that certain operations of the hotel are not in line with the hotel's expectations especially, room service, delivery service at the hotel restaurants and front office. During a recent Management Meeting, the Managing Director discussed this matter with the Senior Managers of the hotel and most of the managers pointed out that there is no proper system to monitor and initiate actions systematically for problems that crop up during operations and resulted in occurring same problems wasting money and resources and repeating of the same problems. However, the Managing Director said that "we have introduced various forms to record each detail and then to take action. Therefore the hotel has a monitoring system and the issue is we are not properly practicing it". The Chief Chef said, "it does not mean that we have a good system and the place where he worked earlier has a system called Total Quality Management (TQM) which encompasses all activities and hence it is possible to trace the history of any actions taken and to propose the most appropriate one if the issue remains still". The Managing Director was so impressed with the tool and gave the full responsibility to Chief Chef to introduce that concept within the hotel and requested to submit a paper indicating the full program implementation roadmap within the hotel.

- a) Explain briefly the most important steps that Chief Chef should include in the roadmap. ?  
(08marks)
- b) Do you give a priority plan to reported steps? If so why? If not why?  
(07 marks)
- c) Describe at least three specific recommendations the Chief Chef should provide in the roadmap to make his programme a success one.  
(05 marks)
- (20 Marks)**

**Question No (02)**

- a) Explain using your own words the statement "Quality means Customer Satisfaction"  
(06 marks)
- b) Consider this statement. "At a Management meeting, the Sales Manager made a presentation about the last quarter's progress in sales. The Sales Manager pointed out that only a "1% increase was achieved in sales of Product A, when compared with the last quarter. The Managing Director requested a way out to increase the market share of product A. The Sales Manager said he proposed an aggressive marketing campaign for Product A".  
Do you agree with this statement? If so, explain why? If not explain why?  
(09 marks)
- c) A company has received the same complaint from different customers indicating that the package of sugar was damaged and as a result, they decided not to purchase that product from the shop.  
Explain using your words on how the company handles this situation to overcome this problem.  
(05 marks)  
**(20 Marks)**

**Question No (03)**

- a) Define the term 'Prevention Cost'?  
(05 marks)
- b) Explain three items that can be considered under 'Internal Failure Cost' considering a company selected on your own?  
(07 marks)
- c) Explain, the importance of measuring 'Quality Cost' in an organization?  
(08 marks)  
**(20 Marks)**

**Question No (04)**

- a) Briefly explain the meaning of 'ISO 9001 QMS'.  
(06 marks)
- b) Briefly explain three benefits that a company can accrue by practicing ISO 9001 QMS.  
(06marks)
- c) "ISO 9001 QMS certificate can be obtained for products manufactured by the company".  
Do you agree with this statement? If so explain why? If not explain why?  
(08 marks)  
**(20 Marks)**

**Question No (05)**

- a) Briefly explain the meaning of concept of 'Five S'  
(09 marks)
- b) Explain three benefits that an organization can gain by practicing the 'Five S concept' within their organization  
(06 marks)

- c) One of the most important features of the Five S is that makes people in the working place more discipline. Do you agree with this statement? If so explain why? If not explain why?  
(05 marks)  
**(20 Marks)**

**Question No (06)**

- a) Briefly explain why "Quality tools" are important using your own words. (06 marks)
- b) Explain the meaning of 'Fish Bone Diagram'? (08 marks)
- c) Explain three work activities where 'Check Sheet' can be applied/used. (06 marks)  
**(20 Marks)**

**Question No (07)**

- a) Briefly explain the meaning of 'Six Sigma'. (05 marks)
- b) Explain the meaning of 'DMAIC' in Six Sigma. (08 marks)
- c) Explain three benefits that can accrue by practicing Six Sigma within an organization? (07 marks)  
**(20 Marks)**

**(Total 100 Marks)****END****-Copyright Reserved-**