



**THE OPEN UNIVERSITY OF SRI LANKA
COMMONWEALTH EXECUTIVE MASTER OF BUSINESS/PUBLIC
ADMINISTRATION
FINAL EXAMINATION – MAY 2010
MCP 1654 –QUALITY MANAGEMENT
DURATION : THREE (03) HOURS**

Date : 11TH May 2010

Time : 9.30 a.m – 12.30 p.m

Answer 4 questions including question number 01 which is compulsory.

Part 1

(1) The Case of the Missing Reservation

Mark, Donna, and their children, along with another family, traditionally attended Ester brunch at a large downtown hotel. This year, as in the past, Donna called and made a reservation about three weeks prior to Easter. Because half the party consisted of small children, they arrived 20 minutes prior to the 11.30 reservation to ensure being seated early. When they arrived, however, the hostess said that they did not have a reservation. She explained that guest sometimes failed to show and that she would probably have a table available for them before long. Mark and Donna were quite upset and insisted that they had made a reservation and expected to be seated promptly. The hostess told them, "I believe that you made a reservation, but I can't seat you until all the people on the reservation list are seated. You are welcome to go to the lounge for complementary coffee and punch while you wait." When mark asked to see the manager, the hostess replied, "I am the manager," and turned to other duties. The party was eventually seated at 11:45, but was not at all happy with the experience.

The next day, Mark wrote a letter to the hotel manager explaining the entire incident; Mark was in the MBA program at the local university and taking a course on quality management. In the class, they had just studied issues of customer focus and some of the approaches used at The Ritz-Carlton Hotel, a 1992 and 1999 Baldrige Award winner. Mark concluded his letter with the statement, "I doubt that we would have experienced this situation at a hotel that truly believe in quality." About a week later, he received the following letter.

We enjoy hearing from our valued guests, but wish you had experienced the level of service and accommodations that we strive to achieve here at our hotel. Our restaurant manager received your letter and asked me to respond as Total Quality Lead.

Looking back at our records, we did not see a reservation on the books for your family. I have addressed your comments with the appropriate department head so that others will not have to experience the same inconveniences that you did.

Thank you once again for sharing your thoughts with us. We believe in a philosophy of "continuous improvement," and it is through feedback such as yours that we can continue to improve the service to our guests.

- 1) a) Were the hostess's actions consistent with a customer-focused quality philosophy? What might she have done differently? (20 marks)
- b) How would you have reacted to the letter that Mark received? Could the total quality lead have responded differently? What does the fact that the hotel manager did not personally respond to the customer tell you? (20 marks)

Part 2

Answer any three questions (03).

2. a) Explain the meaning of "Quality" in your own words. (05 marks)
- b) Discuss typical reasons for each of the following barriers to Total Quality Implementation;
- Lack of proper training
 - Teamwork complacency
 - Lack of knowledge on Quality tools
 - Negative attitudes of employees
- (15 marks)
3. The new millennium presents us with some fundamental challenges; Competitive demands for continuous improvement, customer satisfaction and levels of business excellence that are not price prohibitive. These can only be met through an analysis of quality with equality.
- Do you agree with the above comments? Why or Why not? (20 marks)
4. a) Define the quality Cost categories with examples? (10 marks)
- b) Why do you think that the measuring of costs of poor quality is important? (Take a hypothetical organization & explain with examples) (10 marks)

5. A top business executive in a forum where you also participated said that ISO 9001 Certification does not give any improvement for an organization and it is an additional burden only. Do you agree with this comment? Why or Why not ? (Justify your answer.)

(20 marks)

6. Your CEO called you and said that in the organization many products manufactured are substandard and as a result the organization should initiate a suitable programme to overcome this problem. He requested you to come out with a plan of action based on a suitable tool in order to get the Board approval. Explain in detail your proposal with justifications what should be done to address this issue?

(20 marks)

7. You have been appointed as the Director in charge of Quality in your organization and you are supposed to develop a Quality Assurance System to develop the quality of the products & services. Explain in detail your approach.

(20 marks)

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