

THE OPEN UNIVERSITY OF SRI LANKA
COMMONWEALTH EXECUTIVE MASTER OF BUSINESS/PUBLIC
ADMINISTRATION PROGRAMME
FINAL EXAMINATION 2018
QUALITY ASSURANCE MANAGEMENT MCP1654
DURATION THREE (03) HOURS

071



DATE: 14th July, 2018

TIME: 1.30 pm - 4.30 pm

INSTRUCTIONS

- Answer FIVE (05) Questions including Question Number 1.
- Write legibly and be focused.
- This question paper contains 7 questions in 3 pages.

Question 1:

GT was established in 1980 as a telecommunication company to provide services to local customers. The company operations are subject to regulations by Government Authority which has a major impact on key aspects of GT's operations. Over the years, due to market changes and stiff competition, GT has lost a major portion of its market leading to an unstable situation within the company. As a result, Board of Directors met and discussed the situation to determine how GT's operations could be turned around to make it a sustainable company. One of the recommendations given by the Board of Directors was to make GT a customer focused company, and to convert the operations in that fashion, the General Manager was advised to initiate appropriate actions and report to the Board.

General Manager (GM) after having a thorough study decided to implement TQM concept within GT and as a result the following changes were made. A group of front-line employees were brought together monthly in a forum called the 'customer listening post'. Ideas and issues that were stimulated by day-to-day contact with customers were discussed and then agreed on necessary actions. During the last year, this team initiated 50 improvements in different areas of the operations. Also, involvement of all employees on quality improvements were considered as a major change within the GT. When the reports of last six months were evaluated, it was found that 'cost of poor quality', specially the 'internal failure cost' has not been reduced even though the quality concepts were practiced within the GT.

GM has reported the current status to the Board of Directors and as a result Board of Directors has advised to focus on delivering an innovative strategy. These include a much broader involvement of people in strategy development workshops specifically on coming up with innovative business and process based proposals together with the senior management

team investing more time on strategy with increased quality focus. As the company engages in implementing TQM concepts it has learnt to a very great extent that the success only comes from truly embedding the TQM principles into 'business as usual'. It is also noted that significant changes were made at GT's operating environment with a view to make a sound basis to drive the organization to be more competitive in the market.

Questions:

- a) Explain in detail the role of GT's total quality journey considering the principles of TQM? (8 marks)
- b) Evaluate the deployment of TQM at GT, paying particular attention to the commitment displayed by the Board of Directors of the company. (6 marks)
- c) Discuss what additional changes are required to setup a sound TQM system within the GT. (6marks)

(End of Compulsory Question)

Question 2:

- a) Explain the meaning of 'Cost of Poor Quality'. (6 marks)
- b) Discuss the importance of calculating 'Internal failure costs' of a company. (7 marks)
- c) Discuss in detail the relationship between 'Prevention cost' and 'Appraisal Cost'. (7 marks)

Question 3:

- a) Explain the meaning of 'Drive out Fear' within an organization as addressed by Deming. (6 marks)
- b) Explain Juran's approach to TQM and its relevance to any industry. (Use any organization familiar to you as an example to explain) (8 marks)
- c) Compare and Contrast "Deming's Approach" and "Crosby's approach" to TQM. (6 marks)

Question 4:

- a) Explain the meaning of "Six Sigma" approach to quality control. (5 marks)
- b) A company engages in manufacturing of products as per the predetermined specifications is planning to introduce "Six Sigma" as an approach for quality improvement by reducing the internal variation in its processes. Discuss the type of "Six Sigma" concept that can be used for this purpose. (8 marks)
- c) What is the difference between "measuring for results" and "measuring for process improvement"? Explain. (7 marks)

Question 5:

- a) Briefly explain the “Seven Basic Tools of Quality”? (7 marks)
- b) Explain how the above mentioned tools can help senior managers to assess performance. (7 marks)
- c) “The use of ‘Seven Basic Tools of Quality’ plays a vital role for quality improvement of any organization.” Do you agree with this statement? Give reasons. (6 marks)

Question 6:

- a) Explain how ISO 9001 Quality Management System contributes to “Continual Improvement” of an organization. (5 marks)
- b) Compare and Contrast the role of ISO 9001 Quality Management System in the following organizations.
 - i. A private hospital
 - ii. A medium – sized engineering company in civil construction industry (10 marks)
- c) What are the key advantages of focusing on ‘process improvement’ to a quality assurance manager? Describe. (5 marks)

Question 7:

- a) You have just been appointed as the Quality Manager of a small chemical processing company. You are shocked to see that some employees disregard the procedures which have been laid down by the organization. This is particularly noticeable among the younger/newer members of the workforce. Briefly outline your responsibility as the quality manager towards quality assurance at the organization and, describe how you would proceed to improve the situation. (10 marks)
- b) As a Quality Assurance Manager of a large food products manufacturer, you are considering the launch of ISO 9001 Quality Management System within the company. Explain key stages you would follow to ensure the success of implementing ISO 9001 at the organization. (10 marks)

(Copyrights Reserved)