

School of Business

Bachelor of Business Administration
Semester End Examination - Jun 2024

Duration : 180 Minutes
Max Marks : 100

Sem IV - D1UA412T - Quality Management

General Instructions

Answer to the specific question asked

Draw neat, labelled diagrams wherever necessary

Approved data hand books are allowed subject to verification by the Invigilator

- 1) Apply the concept of "zero defects" in quality management K3(3)
- 2) Examine the significance of customer feedback in driving continuous improvement initiatives within a service-based business. Provide four ways in which this feedback can be collected and utilized effectively K4(4)
- 3) A manufacturing company notices an increase in product defects. Outline the steps they should take to identify and address the root causes of these defects using quality management principles. K3(6)
- 4) Examine Kaoru Ishikawa's contributions to quality management, particularly his development of the "Fishbone Diagram" (Ishikawa diagram) as a problem-solving tool. Evaluate the utility of the Ishikawa diagram in diagnosing and addressing root causes of quality issues in various industries. K6(6)
- 5) Evaluate the challenges that organizations may face during the quality audit process and propose strategies to overcome them effectively K6(6)
- 6) The Crunchy Potato Chip Company sells chips in boxes with a net weight of 30 ounces per box (850 grams). Each box contains 10 individual 3-ounce packets of chips. Product design specifications call for the packet-filling process average to be set at 86.0 grams so that the average net weight per box will be 860 grams. Specification width is set for the box to weigh 850 ± 12 grams. The standard deviation of the packet-filling process is 8.0 grams. The target process capability ratio is 1.33. The production manager has just learned that the packet-filling process average weight has dropped down to 85.0 grams. Analyse is the packaging process capable? Is an adjustment needed? K4(8)

- 7) Apply the core principles of Philip B. Crosby's "Quality is Free" philosophy. Build examples of two quality management practices derived from Crosby's philosophy and explain how they contribute to cost reduction and improved organizational performance K3(9)
- 8) A FMCG company is selling its products in north Indian states. From last few months, it is getting lot of customer complaints related to product delivery which is leading to customer dissatisfaction. K3(9)
Develop fishbone diagram to determine causes and two sub causes of poor distribution problem.
- 9) Develop a quality management strategy for an educational institutions that incorporates key elements of the 14 Deming Principles, considering the unique characteristics of the industry (You need to address the role of NBA, NIRF, NAAC accreditation role for ensuring the quality) K5(10)
- 10) TATA company notices an increase in product defects. Outline the steps they should take to identify and address the root causes of these defects using quality management principles. K4(12)
- 11) You are a quality assurance manager at a call centre that handles customer service inquiries for an e-commerce company. Lately, you've noticed an increase in customer complaints about delayed response times. To address this issue, you decide to use stratification as a quality tool to analyse the data. You are required to answer the following K6(12)
1. Explain what stratification is and how it can be used to analyse the delay in response times. (4Marks)
 2. Design the process you would follow to stratify the data related to customer complaints about delayed response times. (4 Marks)
 3. Propose possible corrective actions based on the insights gained from the stratification analysis to improve response times and overall customer satisfaction. (4 Marks)
- 12) Total Quality Management (TQM) isn't an easy management strategy to introduce into a business; in fact, many attempts tend to fall flat. More often than not, it's because firms maintain natural barriers to full involvement. Middle managers, for example, tend to complain their authority is being challenged when boots on the ground are encouraged to speak up in the early stages of TQM. Yet in a culture of constant quality enhancement, the views of any given workforce are invaluable. One firm that's proven the merit of TQM is New Jersey-based healthcare provider AtlantiCare. Managing 5,000 employees at 25 locations, AtlantiCare is a serious business that's boasted a respectable turnaround for nearly two decades. Yet in order to increase that margin further still, managers wanted to implement improvements across the board. Because patient satisfaction is the single-most important aspect of the healthcare industry, engaging in a renewed campaign of TQM K5(15)

proved a natural fit. The firm chose to adopt a 'plan-do-check-act' cycle, revealing gaps in staff communication – which subsequently meant longer patient waiting times and more complaints. To tackle this, managers explored a sideways method of internal communications. Instead of information trickling down from top-to-bottom, all of the company's employees were given freedom to provide vital feedback at each and every level. AtlantiCare decided to ensure all new employees understood this quality culture from the onset. At orientation, staff now receive a crash course in the company's performance excellence framework – a management system that organises the firm's processes into five key areas: quality, customer service, people and workplace, growth and financial performance. As employees rise through the ranks, this emphasis on improvement follows, so managers can operate within the company's tight-loose-tight process management style. After creating benchmark goals for employees to achieve at all levels – including better engagement at the point of delivery, increasing clinical communication and identifying and prioritising service opportunities – AtlantiCare was able to thrive. The number of repeat customers at the firm tripled, and its market share hit a six-year high. Profits unsurprisingly followed. The firm's revenues shot up from \$280m to \$650m after implementing the quality improvement strategies, and the number of patients being serviced dwarfed state numbers.

Question for discussion

With reference to the relevant theory and the information in the case study, provide an analysis of the improvement cycle used by AtlantiCare. Make use of the relevant examples to justify your answer