

MANAGEMENT PROGRAMME

Term-End Examination

December, 2016

MS-096 : TOTAL QUALITY MANAGEMENT

01604

Time : 3 hours

Maximum Marks : 100

(Weightage : 70%)

Note : *Attempt any five questions. All questions carry equal marks.*

1. Explain **any two** of the following :
 - (a) Crosby's Fourteen-Step Programme to ensure the success of Quality Management Maturity Grid proposed by him.
 - (b) Fourteen Points prescribed by Deming to cure/eliminate what he calls the underlying managerial diseases.
 - (c) Juran's Quality Trilogy.
 - (d) Stumbling blocks in TQM that a TQM manager should be aware of.

2. Explain the characteristics of Quality Circles and discuss the structural organization required to successfully implement the concept.

3. What do you understand by Cross-functional Management and what problems does it solve ? Discuss Deming's horizontal structure and also Toyota's matrix structure in this context.

4. (a) Explain how does implementation of ISO 9000 QMS encourage transparency and accountability ?
(b) Describe the requirements of ISO 9001.
 5. (a) What are the key differences between award and certification ? Elucidate.
(b) Draw a flowchart for a typical Award process and identify its key elements.
 6. Discuss the steps that comprise strategic planning process in detail.
 7. Write short notes on **any four** of the following :
 - (a) Learning organization for TQM
 - (b) Environmental Management System (EMS)
 - (c) Standardization in quality management
 - (d) Six Sigma Principle
 - (e) Benchmarking
 - (f) Reliability engineering
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