

00260

**COMMONWEALTH EXECUTIVE  
MBA/MPA PROGRAMME**

**Term-End Examination**

**December, 2010**

**SC-4 : QUALITY ASSURANCE  
MANAGEMENT**

*Time : 3 hours*

*Maximum Marks : 100*

*(Weightage : 70%)*

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**Note :** *There are two sections. Section-A comprises of five questions carrying 20 marks each. Attempt any three questions from section-A. Section-B is compulsory and carries 40 marks.*

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**SECTION - A**

1. Explain what is meant by quality and quality management ? Why is quality important ? Discuss the costs of quality. 20
2. Discuss the leadership issues in quality management. Describe the seven characteristics of leadership that are proposed by the Malcolm Baltrige Awards committee. 20

3. Explain the dual role that the human resources has in quality management. Briefly discuss the five parts of the house of quality for human resources. 20
  
4. Explain Six Sigma. Why it is said that six sigma strives for near perfection ? Explain the DMAIC and DMADV approaches of six sigma. 20
  
5. Discuss at least two - quality related goals that organisations attempt to accomplish with each of the following processes : 20
  - (a) Training in quality & inter - personal skills.
  - (b) The system and structural changes.

## SECTION - B

6. Read the following case and answer the questions at the end of the case study. 40

### Case: NAGEL GROUP

"Keeping your products fresh - right across Europe". This is the promise of the Versmold, Germany - based Nagel Group, an international logistics service provider specializing in the temperature controlled distribution of food. Together with a network of international partners, some 5,700 employees in more than 40 Nagel logistics centers ensure rapid delivery and offer quality customer service. IT solutions for back-office functions in accounting, controlling, and human resources support Nagel's many and varied business processes. Industry - specific software complements this platform, which also supports solutions for core shipping related processes designed by other members of the group. Since the implementation of IT systems in mid-2002, the Nagel Group has also been deploying information systems (IS) to support the activities of its field sales force. IS sales capabilities have proven particularly valuable for opportunity management, activity management, and

thoroughly with a pilot implementation, introduce new processes plus selected change management measures and involve users right from the word go”.

### Questions

- (a) Why quality of customer relationships is very important for a business ?
  - (b) What according to you is the turning point in Nagel’s success ?
  - (c) Discuss quality in terms of customer and market focus.
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campaign management. With the help of Bielefeld-based itelligence AG, the group completed the project in just eight months. After going live in Germany, the mobile sales capabilities will be rolled out in other European countries.

## **A STRONG FOUNDATION FOR THE SALES PIPELINE**

Michael Eckensberger, vice president of IT and controlling at the Nagel Group, sums up the purpose of field sales in three words: "To make money". For him, CRM is a financial concept, because "the sales pipeline starts in the field". To keep it bubbling, the field sales team must be able to concentrate on high - yield customers, ensure their long - term retention, and win new, profitable customers, as well as offer customized services. "The new IS provides the best foundation for this", says Eckensberger, confidently. Along with improving customer relationship management, it enables us to measure the quality of customer relationships, the effectiveness of sales operations, and the profitability of customers". To achieve the most accurate results, the Nagel Group fully integrated all customer - relevant functions".

## **ALL RELEVANT INFORMATION AT THEIR FINGERTIPS**

When Nagel field sales representatives visit a customer or prospect, they can access all the information they need using a laptop. The information is always current, because every time employees establish a connection with headquarters, the locally stored data is automatically updated. What's more, since the data they receive is related to the job at hand, they are not overloaded with information. They also benefit from integrated views of business partners, competitors, activities, sales projects, quotations, orders, evaluations, and analyses. As a result, sales representatives can manage customers, prospects, and even ex - customers far more effectively, they can better prepare, control, and document customer visits. In addition, once they win a customer, reps can take advantage of targeted campaign planning capabilities. Eckensberger sees this focus on sales needs as a key success factor. "Along with administration and control, IS provides important support for the sales process". He has also identified another crucial aspect: "You cannot underestimate the importance of user acceptance to a successful CRM system. In other words, you need to prepare