

**M.B.A DEGREE EXAMINATIONS: NOV/DEC 2010**

Second Trimester

**MASTER OF BUSINESS ADMINISTRATION**

MBA512: Total Quality Management

**Time: Three Hours**

**Maximum Marks: 100**

**Answer all the Questions:-**

**PART A (1 x 20 = 20 Marks)**

**1. Case Study: -**

**Startrek Resorts And Its Quality Focus**

Startrek Resorts Pvt. Ltd., has holiday resorts in strategic locations like Nilgris, Munnar, Simla, Yercaud and other several hill stations in India. They had advertised for a holiday package of 3 days and 2 nights in any of their hotels for a consolidated amount of Rs.5000 per couple and two children, which included breakfast and dinner. Shashank, Santosh, Sharan and Shreyas, who work for a multinational software company in Bangalore, were interested in the package and called a marketing executive of Startrek for a discussion. The marketing executive promptly came and gave all the details. He said their organization is certified for ISO 9000, and they take extreme care to satisfy their guests.

He assured they would certainly enjoy their stay in the resort of their choice. Satisfied by his assurance, friends booked four rooms in Yercaud near Salem and paid full amount. On the day of departure shreyas telephoned his friends that he could not accompany them because of some serious domestic problems, and he should be excused. Since the reservations were already made, rest of the families went to destination. Before checking in, shashank explained the situation to the front office executives about the problem and asked to cancel one room already booked. The front office executives assured them not to worry and he would talk to the manager to cancel one room and arrange for the refund. Further, he informed they practice total quality philosophy, and customer driven quality policies in all their resorts.

On checking in to his room, santosh was very unhappy with its condition. There was foul smell inside the room, and there was no water available. He complained to the reception and after half an hour the maintenance people came and cleaned the room. They said the water pipe coming into the room had some leak and they would repair it.

Santosh wanted to change the room and asked the reception for the room that they had earlier booked. The front office executives said no room was available and he had already given that room to some other customer. He said maintenance people would rectify the defect. However, within an hour they repaired the water pipe.

All the families got ready and they wanted a vehicle to go out for sight-seeing but no vehicle was available with the resort. All the families were unhappy and somehow they managed two

nights and three days. At checkout, shashank asked for the refund of money of one room. The manager said that the refund couldn't be done, because according to the policies of the company, once the reservation is made, it cannot be refunded on cancellation. Further, he said that the front office executives did a mistake and he did not clearly know the policies. All arrangements were in vain and shashank said he might have to consider complaining to consumer forum on returning to the city.

### **Questions**

- a) Does the manager's behaviour was in line with TQM philosophy? How should he have handled the situation?
- b) The policies of the company were not clearly understood by the front office executives. What does it indicate?
- c) Are the policies of the company justifying the concepts of TQM? How do the policies have to be planned to make it customer friendly?

### **PART B (10 x 2 = 20 Marks)**

2. What does quality means and how do you quantity it?
3. Brief about the External Customer and his influences.
4. What do you mean by the customer feedback? How it could be enables the organization?
5. Brief about the Cost of quality.
6. Define Quality Circles.
7. What do you mean by Process Capability?
8. What is Quality Function Deployment (QFD)?
9. What do you mean by House of Quality (HoQ)?
10. List out any four benefits of FMEA (Failure Mode and Effective analysis).
11. What do you know about ISO 9004?

### **PART C (4 x 15 = 60 Marks)**

12. (a) How does the organization strive about a vision statement and explain its relationship with the quality policy statement. Give examples with some organizations.

**(OR)**

- (b) Explain the end user perceptions of important factors that influenced purchases.

13. (a) Give a detailed structure of Juran Trilogy of process improvement by adapting various components.

**(OR)**

(b) Elaborate the Principles of Customer for supplier relations suggested by Dr.Ishikawa.

14. (a) What do you know about the Control charts and explain the steps involved in setting up control chart for two different variables.

**(OR)**

(b) Elaborate the concepts of Six-Sigma and how it would be designed for a product excellence and its usage on development of a new product.

15. (a) Explain the benefits of QFD and give reasons for its implementation. Elaborate the customer expectations and needs relevant with the voice of the customer.

**(OR)**

(b) Write an essay about the impact of the Internet and other electronic communication towards the Total Quality Management (TQM).

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