GL BAJAJ
Institute of Management & Research, PGDM Institute
Greater Noida

FIND YOUR SPARK

Plot No. 2, Knowledge Park-III, Greater Noida (U.P.) –201306

POST GRADUATE DIPLOMA IN MANAGEMENT (2022-24)
END TERM EXAMINATION (TERM -III)

Subject Name: **Total Quality Management**	Time: **02.00 hrs**
Sub. Code: **PGO32**	Max Marks: **40**

Note:
All questions are compulsory. Section A carries 5 marks: 5 questions of 1 mark each, Section B carries 21 marks having 3 questions (with internal choice question in each) of 7 marks each and Section C carries 14 marks one Case Study having 2 questions of 7 marks each.

Kindly write the all the course outcomes as per your TLEP in the box given below:

CO1- Understand theoretical and basic concepts of total quality management. Recognize practices of quality management systems to meet the customers and stakeholders' expectations.
CO2- Apply theoretical knowledge in the key decision-making areas and use of International Quality Certification Systems and standards and their applicability in design manufacturing quality control and services.
CO3- Analyze the quality management with mathematical models and IT tools for improving overall business performance.
CO4- Enhancing creativity, critical thinking and analytical ability through developing an integrated approach to TQM

SECTION - A

Attempt all questions. All questions are compulsory.   **1×5 = 5 Marks**

Questions	CO	Bloom's Level
Q. 1: (A). Highlight the Major benefits of Total Quality Management. **Q. 1: (B).** Brief note on three major philosophies of quality management. **Q. 1: (C).** Discuss the 1 /10 / 100 RULE. **Q. 1: (D).** Write down the pitfalls of benchmarking. **Q. 1: (E).** Point out the benefits of applying KAIZEN in manufacturing plant.	CO1	L2

SECTION – B

All questions are compulsory (Each question have an internal choice. Attempt any one (either A or B) from the internal choice)   **7 x 3 = 21 Marks**

Questions	CO	Bloom's Level
Q. 2: (A). Which are Crosby's 14 steps for quality improvement? Explain them. **Or** **Q. 2: (B**). Discuss the views of Crosby for a troubled company? Also write the solution suggest for the same?	CO2	L2, L4
Q. 3: (A). Discuss the various types of costs contributing to the costs of quality taking one example from product manufacturing and service industry. **Or**	CO3	L3, L4

Q. 3: (B). Discuss the cost of poor quality to an organization and suggest the measures		
Q. 4: (A). As a quality assurance manager what steps you are going to take in the process of process FMEA Analysis.		
Or	CO3	L3, L5
Q. 4: (B). "Defects are not free: Somebody makes them and gets paid for making them". Discuss		

SECTION - C

Read the case and answer the questions   **7×02 = 14 Marks**

Questions	**CO**	**Bloom's Level**
Q. 5: Case Study: Car Care Plan (CCP) is one of the world's leading providers of vehicle warranty, GAP, MOT and another after-sales motoring programmes. They work with major motor manufacturers, franchised and independent dealers and have several major affinity partners. They are the leading provider of vehicle warranties and GAP insurance in the UK working with over 1 million customers annually. Established in 1976, they've grown by developing successful long-term relationships with their clients and through a dedication to customer care. CCP has a significant and growing global presence. From their offices in the UK, Moscow and Shanghai (through a subsidiary SFR) they service the European and other territories. With their sister company Motors Insurance Company Limited (MICL) they are developing global reach whilst ensuring that exacting standards are being maintained.		
CCP is FCA regulated and is owned by AmTrust Europe. They are the preferred supplier to more than 25 motor manufacturers. They benefit from working closely with their sister company, Motors Insurance Company Limited (specialist underwriters). CCP offers a range of products for both FCA authorized and non-FCA authorized dealers. Their online registrations and claims system is one of the most streamlined, reliable and hassle-free administration services available in the automotive industry. They offer full dealer training to ensure high standards are always maintained, and have a straightforward approach to handling claims: 'If it's a valid claim, we will pay it.'	CO4	L4, L6
The business challenge: To help achieve this market leading position, and keen to maintain their competitive advantage, CCP decided to replace and future proof their legacy IT systems used for policy and claims administration. They recognized that this was an excellent opportunity to drive simplification into their business processes, in order to maximize the benefits of the IT replacement and to achieve significant improvements in customer service and efficiency. They branded the project to give it an identity and logo that could be used for project documentation and to help in consistent communications. The project was titled Project Smart and the 'strapline' was 'Simply Better'.		
Adopted approach: A phased approach to Project Smart in order to achieve 'business simplification': First they identified the key changes – simplifications – required to simplify a wide range of business processes and secured senior commitment to change. The second phase designed these changes and tested their feasibility, with the next layer of management owning the changes. The third phase was to implement a set of improvements that were not reliant on the future IT system and assess the impact of the change. • The fourth phase		

was to implement the new IT system and processes.

Results from project smart: Over 70 specific simplifications/improvements were identified and implemented, these included significantly reducing product complexity and pricing making products easier for their customers to understand and simpler for CCP to administrate; eliminating unnecessary paper flows and introducing a new, 'intelligent claims settlement' and self-billing approach which has resulted in quicker payment and reduced rework from invoice-claim reconciliation. The replacement IT system was 'cut-over' with very few issues. This was at least in part due to the simplification thinking and impact analysis that had been conducted.

Questions:

Q. 5: (A). Review the CCP framework used in their impact analysis approach. Do you think that there are any items which have been missed off the framework?

Q. 5: (B). List the ways in which you think that giving a project a 'visual identity' can help to accelerate the change process.

Kindly fill the total marks allocated to each CO's in the table below:

COs	Marks Allocated
CO1	5 Marks
CO2	7Marks
CO3	14 Marks
CO2	14 Marks

Blooms Taxonomy Levels given below for your ready reference:

L1= Remembering
L2= Understanding
L3= Apply
L4= Analyze
L5= Evaluate
L6= Create