

JAYPEE UNIVERSITY OF INFORMATION TECHNOLOGY, WAKNAGHAT

TEST -3 EXAMINATION- 2024

B.Tech-VI Semester(All branches)

COURSE CODE (CREDITS):18B1WHS631(3)

MAX. MARKS: 35

COURSE NAME: Quality Management

COURSE INSTRUCTORS: Triambica Gautam, Dr Tanu Sharma

MAX. TIME: 2 Hours

Note: (a) All questions are compulsory. Please attempt questions in chronological order

(b) Marks are indicated against each question in square brackets.

Q1. AT&T Inc. is one of the world's largest telecommunications holding companies and is the largest in the United States. Operating globally under the AT&T brand, AT&T companies are recognized as the leading world-wide providers of IP-based communications services to business and as the leading providers of high-speed DSL Internet, local and long distance voice, and directory publishing and advertising services in the United States. While companies such as Motorola, Ford, DuPont and Xerox have routinely benchmarked their manufacturing operations, AT&T with the help of the accounting firm Coopers & Lybrand has benchmarked its cash management operations. Operations benchmarked include cash positioning, cash concentration, cash mobilization funds transfer and cash transactions accounting. First, AT&T determined the areas to benchmark and the companies to benchmark against. Then, it determined the indicators that would be measured and collected data by interviewing other companies, conducting surveys, and reading technical journals and advertisements. It analysed the data and determined the best-in-the-class from each identified benchmark. AT&T then evaluated its progress against the benchmarks and decided on the best way to improve operations. As a result of its extensive benchmarking effort, AT&T increased automated clearinghouse usage, increased electronic data interchange/electronic funds transfer focus, enhanced training and education, created a quality consultant position, reduced management and staffing, consolidated operations and systems, combined banking and cash management functions, simplified its banking network and reduced the number of its bank accounts.

Referring to above case answer questions 1 & 2.

Q1. What benefits were realized by AT & T through benchmarking? CO4 [6]

Q2. Identify and briefly describe the benchmarking steps which were taken by AT & T. CO4 [6]

Q3. 'The Mumbai Dabawallahs have not been able to expand beyond Mumbai'. In the context of this statement, explain the advantages and limitations of Six sigma. CO4 [6]

Q4. Explain the DMAIC process in context of an organization manufacturing and distributing organic ready-to-eat foodstuff. CO3 [6]

Q5. Briefly outline ICICI Bank's journey towards achieving six sigma. CO4 [6]

Q6. Write a short note on any two of the given quality terms.

a) TQM, b) Quality is free c) Fishbone diagram d) Kaizen

CO1 [2.5*2=5]