

## JAYPEE UNIVERSITY OF INFORMATION TECHNOLOGY, WAKNAGHAT

TEST -3 EXAMINATION- December-2018

B.Tech VII Semester

COURSE CODE: 17B1WHS731

MAX. MARKS: 35

COURSE NAME: Quality Management

COURSE CREDITS: 3

MAX. TIME: Two Hours

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*Note: All questions are compulsory. Carrying of mobile phone during examinations will be treated as case of unfair means. Questions 1-4 carry 5 marks each.*

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- Q1. Explain the Juran's Trilogy in context of its utility to continuous improvement with the help of an example. (CO 2)
- Q2. What is Six Sigma and what are the challenges of implementing Six Sigma in the service industry? Explain in comparison with the product oriented organizations. (CO 2)
- Q3. Describe the process of benchmarking and indicate the pitfalls one might face while implementing it in an organization. (CO 3)
- Q4. What are the types of teams commonly used in a business organization? How does the use of these teams lead to quality improvement? (CO 3)
- Q5. Which of the Plants' leadership was more appropriate and why? Explain in context of the following case study.

A large pharmaceutical manufacturer was highly motivated to meet quality challenges. They implemented an ISO 9000 compatible quality system to ensure not only FDA compliance requirements, but also customer satisfaction. As the manufacturing plants of the organization were audited by the internal audit division, it became apparent that some of the plants were meeting the challenge while others continued to struggle in both the quality and the regulatory aspects of production. This fact was evident in the reports of internal findings and in FDA inspection reports.

For the most part, the manufacturing plants share consistent resources and face similar environments. All were issued the responsibility of meeting the expectations of the quality system through the same mechanism. All understood the consequence of not confronting-that is, jeopardizing their manufacturing license as bound by the consent decree. The issue then became why some plants could successfully design and implement the requirements of the quality system, while others could not and still cannot.

Although the plants were similar in many ways, they differed in terms of leadership, as each plant has its own CEO. The CEO, as the leader of his or her plant, has the responsibility of ensuring the successful implementation of a quality system. The plants also differ in their organizational members, those who are to be led by the CEO. The relationship between the leader and the organizational members is critical to a plant's ability to implement an effective quality system, with effectiveness being a measure of how successfully a plant can comply with FDA regulations and internal quality standards.

Both plants had a similar culture that could best be described as conserving, reflecting a level of rigidity in response to the external environment, but demonstrating organizational commitment. The strategy used by the leader in Plant A was a combination of moderate to high amounts of structuring actions, with high to moderate amounts of inspiring actions, whereas the strategy used by Plant's CEO was a combination of moderate to high amounts of inspiring actions.

( 7 marks) (CO4)

Q6. Answer the following in about 80 to 100 words.

- a) Quality Assurance    b) ISO 9000 quality system    c) Japan's contribution to the quality movement    d) Maslow's need hierarchy

(2\*4=8 marks) (CO1)

JUT 13 EXAMINATION DECEMBER 2018