MULTIMEDIA COLLEGE
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FIFTH SEMESTER FINAL EXAMINATION, 2014/2015 SESSION

MGT2063 –TOTAL QUALITY MANAGEMENT

DMGW-E-F-1/13, DMGQ-E-F-1/13, DMGA-E-F-1/13, DMGT-E-F-1/13

12 FEBRUARY 2015
2.00 PM – 4.00 PM
(2 HOURS)

INSTRUCTIONS TO STUDENT

1. This Examination paper has ELEVEN (11) printed pages.

2. This question paper consists of TWO (2) sections.
   Section A : Answer ALL questions.
   Section B : Answer ALL questions
   Section C : Answer SIX (6) questions only

3. Please write all your answers in the Answer Booklet provided.
SECTION A : MULTIPLE CHOICE QUESTIONS (20 MARKS)

INSTRUCTION : ANSWER ALL QUESTIONS

1. What is the customer-focus practice means in TQM?
   A. Customer being loyal to the company.
   B. Trying to get more loyal customer towards the company.
   C. Information on customer satisfaction, engagement, and dissatisfaction being measured for continuous improvement initiatives.
   D. Make a good relationship with the supplier for future benefits.

2. Below are cornerstone of ethical leadership, EXCEPT:
   A. Truth Telling
   B. Counter Measure
   C. Fairness
   D. Promise keeping

3. A __________ is a continuous improvement initiatives methodology developed by Motorola to improve its business processes by minimizing defects and eliminate errors.
   A. Lean
   B. Six Sigma
   C. Kaizen
   D. 5S

4. What is the main objective for Malcolm Baldrige National Quality Award?
   A. To raise awareness for the companies that successful implemented quality management system.
   B. To gather information from the organization’s.
   C. To increase the revenue for the Malcolm Baldrige Foundation.
   D. To improved how the organization managing their businesses.

Continued...
5. Which of the following are NOT leading to quality management practices in purchasing and receiving?
   A. Selecting a supplier who bids the lowest price on a supply contract.
   B. Supporting suppliers in quality improvement methodology training.
   C. Retaining suppliers that meet expectations for superior and quality services.
   D. Required suppliers to improve their related processes.

6. Top management is typically actively involved in quality initiatives at which level of the company?
   A. Process level
   B. Performance level
   C. Organization level
   D. None of the above

7. Which of the following refers to any activity aimed at providing customers with products of appropriate quality along with the confidence that products meet consumers’ requirements?
   A. Quality review
   B. Quality control
   C. Quality engineering
   D. Quality assurance

8. Which statement below is NOT a criteria for effective TQM implementation?
   A. Commitment from management and employees.
   B. Quality improvements culture.
   C. Focusing on internal supplier.
   D. Continuous improvement in the process.

9. A good company quality policy should have the following criteria, **EXCEPT:**
   A. Quality improvement is primarily the responsible of management.
   B. Quality improvement will be continuous process.
   C. Quality improvement involves workers only.
   D. The organization will concentrate on its customers and suppliers.

   Continued...
10. Which is the following is NOT an element of Total Quality Management?
   A. Leadership
   B. employee involvement
   C. Continuous Improvement
   D. Influence

11. Implementation of Total Quality Management has resulted in cultural change that involve the following, EXCEPT:
   A. Open Communication
   B. Empowerment
   C. Allocating blame
   D. External focus on customer

12. The total quality approach has which of the following characteristics?
   A. Teamwork
   B. Obsession with quantity
   C. Confusion and poor leadership
   D. One employee in charge

13. Which dimension of service quality refers to how customer receive services as the same as before?
   A. A. timeliness
   B. Courtesy
   C. Consistency
   D. Completeness

14. Using Pareto’s Law, we see that the majority of quality problem are caused by:
   A. relatively few causes
   B. few causes in manufacturing and many causes in services
   C. few causes in services and many causes in manufacturing
   D. a large number of diverse and unrelated causes.
15. “Kaizen” means:
   A. Continuous selling
   B. Continuous improvement
   C. Continuous opinion
   D. Continuous sorting

16. Changing an organization in any significant way is a primary responsibility of.
   ________________________.
   A. top management
   B. stockholders
   C. Employees.
   D. first-line management

17. Which of the following mechanisms can help improve communication?
   A. An internal customer
   B. Self-managed and cross-departmental teams
   C. Organization employees
   D. External customers

18. Levels of ISO do NOT include _________________.
   A. ISO 9003
   B. ISO 9002
   C. ISO 9001
   D. ISO 9021

19. There are several components of communication. They are _________________.
   A. The sender, the message, the receiver, verification
   B. The message, the medium, the sender, the customer
   C. The message, the sender, the receiver, the medium
   D. The medium, the goals, the receiver, the message

   Continued…
20. One of the Malcolm Baldrige Award includes:
   A. Information and analysis
   B. Customer focus and satisfaction
   C. A and B
   D. None of the above

Continued…
SECTION B : TRUE FALSE QUESTIONS (20 MARKS)

INSTRUCTION : ANSWER ALL QUESTIONS

1. Quality assurance is any action directed toward providing customers with goods and services of appropriate quality

2. Total Quality Management is an integrated fundamental management techniques, existing improvement effort and technical tools under a disciplined approach focused on continued process improvement.

3. The first point of Deming’s 14 Points is to improve constantly and forever the system of production and service, to improve quality and productivity, thus decreasing costs

4. One of William Edward Deming philosophy is “Zero Defect”

5. Six basic concepts of Total Quality Management are leadership, customer satisfaction, employee involvement, process improvement, supplier partnership and performance measures.

6. In “Juran Trilogy”, quality control involves the developing and maintaining of operational methods in order to assure that the processes work as they are designed to work and that the target levels of performance being are being achieved.

7. One of the reason why needs to implement TQM is to reduce the risk of product and services liability claims.

8. Kaizen is a system of continuous improvement in quality, technology, processes, company culture, productivity, safety and leadership.

9. Group normally have members with complementary skills and generate synergy through a coordinated effort which allows each member to maximize his or her strengths and minimize his or her weaknesses.

Continued...
10. Ineffective communication means that the message is received, understood, and acted on in the desired manner. It is the sender’s responsibility to ensure that there is effective communication.

11. Leadership is about developing the capacity to carry out plans through organizing and staffing.

12. In team/unit communication-level, it involves one person communicating with one other person, face to face conversation, a telephone call, or even a simple gesture or facial expression.

13. Process improvement team composed of the people who are most likely to be able to carry out their specific missions and are disbanded once the mission in question has been accomplished.

14. Productivity of a process is the ratio of the value added by the process to the value of the labor and capital consumed.

15. Quality is the totality of features and characteristics of a product or service that bear on its ability to satisfy stated or implied needs.

16. A poka-yoke device is one that prevents incorrect parts from being made or assembled, or easily identifies a flaw or error.

17. ISO 9000 series provides a similar framework for environmental management.

18. JIT is a corporate system designed to produce output within the minimum lead time and at the lowest total cost by continuously identifying and eliminating all forms of corporate waste and variance.

19. Reengineering is the fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in critical, contemporary measures of performance, such as cost, quality, service and speed. Continued...
20. Incremental continuous improvement (ICI) is the process of comparing the cost, cycle time, productivity, or quality of a specific process or method to another that is widely considered to be an industry standard or best practice.
SECTION C : SHORT ESSAY (60 MARKS)
INSTRUCTION : ANSWER SIX (6) QUESTIONS ONLY

Question 1
Please explain ‘5 S” program in details. (10 marks)

Question 2
(a) What is “Quality Circle”? (2 marks)
(b) Teams are especially appropriate for conducting tasks that are high in complexity and have many interdependent subtasks. Explain TWO (2) reasons why team is important in organization? (4 marks)
(c) List down FOUR (4) ways to improved effective communication in organization (4 marks)

Question 3
(a) What is “ISO 9000”? (2 marks)
(b) List down and explain FOUR (4) benefits by getting ISO certificate for a company. (8 marks)

Question 4
Explain the terms below:

(a) Flow Chart (2 marks)
(b) Gantt Chart (2 marks)
(c) Control Chart (2 marks)

Continued...
Question 5
Malcolm Baldrige Award is an award established by the U.S. Congress in 1987 to raise awareness of quality management and recognize U.S. companies that have implemented successful quality management systems.
Explain any FIVE (5) criteria measured in Malcolm Baldrige Awards. (10 marks)

Question 6
(a) What is “Quality”? (2 marks)

(b) List down and explain any FOUR (4) of David Garvin’s 8 Dimensions of Product Quality. (8 marks)

Question 7
Explain the followings:

(a) Deming’s Wheel (5 marks)

(b) Cause-and-Effect Diagram (5 marks)

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