



STAMFORD COLLEGE
SCHOOL OF BUSINESS, MARKETING AND ACCOUNTING
DIPLOMA IN BUSINESS ADMINISTRATION
(SEMESTER 7)
DBA 302: TOTAL QUALITY MANAGEMENT

Date : 1 August 2007

Time : 9.30am-11.30am

Duration: 2 hours

Instructions to Candidates

This paper comprises FIVE essay questions. Candidates are required to answer any FOUR questions.

Please ensure that this examination paper contains FIVE questions on THREE printed pages before you start the examination.

Books, papers and other written materials are not allowed to be brought into the examination hall. A candidate who violates the examination rules of Stamford College or commits a malpractice will be disqualified from the examination.

Write your Examination Index Number on each page of your answer booklet.

This paper comprises 5 essay questions. Candidates are required to answer any FOUR questions.

Question 1

The notion of total quality management (TQM) has been developed through a number of widely recognized approaches put forward by 'quality gurus'. Therefore, to understand the origins of TQM, it is important to understand the contributions from these quality pioneers.

- (a) What was Phillip Crosby's argument to justify his suggestion that firms should seek to produce zero defects or to "make it right the first time"? (2 marks)
- (b) Why did Joseph Juran stress quality control through the use of statistical methods? (2 marks)
- (c) Elaborate on seven management principles proposed by W. E. Deming. (21marks)

(Total = 25 marks)

Question 2

Statistical process control (SPC) is concerned with checking a product or service during its creation. If there is reason to believe that there is a problem with the process, then it can be stopped and the problem can be identified and rectified.

- (a) What is the use of control charts in statistical process control? (3 marks)
- (b) State three 'common causes' of process variation. (6 marks)
- (c) State three 'assignable causes' of process variation. (6 marks)
- (d) Why does the operations manager need to be concerned about assignable and normal variation in the process? (4 marks)
- (e) Explain two criticisms that have been levelled at the traditional approach to SPC. (6 marks)

(Total = 25 marks)

Question 3

The urgency, direction and priorities of improvement will be determined partly by whether the current performance of an operation is judged to be good, bad or indifferent. All operations therefore need some kind of performance measurement as a prerequisite for improvement.

- (a) Define performance measurement. (2 marks)
- (b) State seven partial measures for the flexibility performance objective. (7 marks)
- (c) Explain with examples the four kinds of performance standards commonly used. (16 marks)

(Total = 25 marks)

Question 4

A powerful idea in the area of quality is to calculate the cost of quality. By assigning a cost to poor quality, it can be managed and controlled like any other cost. Since managers speak the language of money, putting quality in cost terms offers a powerful means of communication.

- (a) Briefly explain the two components under the cost of quality. (3 marks)
- (b) Define the eight different categories under appraisal costs and external failure costs. (16 marks)
- (c) Give three reasons why the cost of quality is a powerful tool for quality improvement. (6 marks)

(Total = 25 marks)

Question 5

Once the priority for improvement has been determined, the management must consider the approach or strategy it wishes to take in the improvement process.

- (a) Briefly differentiate between the breakthrough improvement approach and the continuous improvement approach. (4 marks)
- (b) State eight constituent behaviours for getting into the continuous improvement habit. (8 marks)
- (c) Elaborate on the four main principles of business process reengineering in tackling improvement. (8 marks)
- (d) Explain with an example how the 'why-why analysis' is used as an improvement technique. (5 marks)

(Total = 25 marks)

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