MULTIMEDIA COLLEGE
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FOURTH, FIFTH, SIXTH, SEVENTH SEMESTER FINAL EXAMINATION,
2013/2014 SESSION

MGT2063 – TOTAL QUALITY MANAGEMENT

DMGW-E-F-2/12, DMGA-E-F-1/12, DMGA-E-F-2/12, DMGT-E-F-2/12, DMGT-E-F-2/11,
DMGS-E-F-3/11, DMGS-E-F-2/12, DMGQ-E-F-2/12

18 FEBRUARY 2014
2.00 PM – 4.00 PM
(2 Hours)

INSTRUCTION TO STUDENT

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

2. This question paper consists of THREE (3) sections.
   Section A : Answer ALL questions.
   Section B : Answer ALL questions.
   Section C : Answer ALL questions.

3. Please write all your answers in the Answer Booklet provided.
SECTION A: OBJECTIVE QUESTIONS – (20 Marks)

INSTRUCTION: Answer ALL questions

1. The _____ perspective is based on the presumption that quality is determined by what a customer wants.

   A. value-based
   B. judgmental-based
   C. user-based
   D. manufacturing-based

2. 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

3. The goal of _____ is to envision the future for purposes of decision making and resource allocation.

   A. work systems
   B. core competencies
   C. environmental assessment
   D. strategy development

Continued…
4. Offering products at “everyday” low prices in an attempt to counter the common consumer practice of buying whatever brand happens to be on special is an example of competing on the basis of _____.

A. price  
B. value  
C. volume  
D. customer perceptions

5. Deming claimed that higher levels of _____ lead to higher levels of _____.

A. automation, quality  
B. quality, productivity  
C. inspection, quality  
D. inventory, quality

6. The _____ statement articulates the basic characteristics that shape the organization’s view of the future and its strategy.

A. leadership  
B. value  
C. vision  
D. mission

7. The criteria for Performance Excellence for the Malcolm Baldrige award consist of a hierarchical set of categories, items, and areas to address. Which of the following four is NOT one of them?

A. Workforce Focus  
B. Strategic Planning  
C. Return on Investment  
D. Process Management

Continued…
8. Defining product quality as “fitness for intended use” is the _____ based definition of quality.

A. value  
B. Product  
C. judgmental  
D. User

9. Measurable performance levels that define the quality of customer contact with an organization’s representatives are known as:

A. consumer benefits packages  
B. indexed service standards.  
C. customer contact requirements  
D. quality function deployments

10. Which of the following is NOT a form of improvement encouraged under total quality?

A. Increasing cycle time  
B. Reducing defects  
C. Increasing productivity  
D. Reducing waste

11. All of the following are Quality Management Principles of ISO 9000:2000 EXCEPT:

A. Customer focus  
B. Quality system  
C. Continual improvement  
D. Process approach

Continued…
12. Employees’ ability to convey trust and confidence pertains to which service quality dimension?

A. Assurance  
B. Responsiveness  
C. Empathy  
D. Reliability  

13. The Top key competencies critical for leadership effectiveness are all of the following EXCEPT:

A. “is a catalyst/manager of strategic change.”  
B. “articulates a tangible vision, values, and strategy.”  
C. “gets results—manages strategy to action.”  
D. “is people-friendly—approachable but assertive.”  

14. Meeting quality goals during operations is which of the processes of Juran’s Quality Trilogy?

A. Quality design  
B. Quality control  
C. Quality improvement  
D. Quality planning  

15. An important implication that arises out of the forces that influence quality is that as the business world becomes more complex, quality must be approached from a (n) _____ perspective, rather than a (n) _____ perspective.

A. bottom-up; top-down  
B. futuristic; historical  
C. internal; external  
D. systems; process  

Continued…
16. Strategy development requires an environmental assessment of key factors which typically include all of the following EXCEPT:

A. Competition or the regulatory environment.
B. Long-term organizational sustainability
C. Career development paths of maturing workforce
D. Early indications of major shifts in technology, markets, customer preferences

17. The main purpose of a Baldrige site visit to:

A. introduce the selection committee top management team of the contending firm
B. formally congratulate an award winner.
C. verifies and clarifies those portions of the Baldrige application having the greatest impact on the judge’s score.
D. discusses the outcome of the evaluation process.

18. Which one of the following are not SEVEN (7) basic tools for quality?

A. Flow chart
B. Pareto Analysis
C. Pie Chart
D. Check Sheet

19. There are several components of communication.

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. The ISO 9000 registration process includes all of the following except:

A. Rectification
B. Document review
C. Pre-assessment
D. Assessment

Continued…
SECTION B : TRUE (T) OR FALSE (F) – (20 marks)

INSTRUCTION : Answer ALL questions.

1. Quality deals not only products and services but also includes people, processes, and environments.

2. Joseph M. Juran is best known for the Seven Deadly Diseases.

3. Today’s consumers define quality as being flawless and having all of the attributes they want in just the way they want them.

4. It is important for an organization to provide TQM training to all employees before actually starting a total quality program.

5. Top management has to lead, and be actively involved in, the implementation, and its role must not be delegated.

6. As part of its leadership responsibility, management in an organization that practices total quality must be personally involved in continual improvement.

7. The only way a company can hope to compete in the modern marketplace is to improve its products, processes and people continually.

8. Dr. Juran’s 80/20 rule holds that at least 80% of an organization’s problems would be eliminated if employees did their jobs correctly.

9. The diamond shaped symbol on a flowchart denotes an input or an output.

10. ISO 9001 is intentionally generic so it can be applied to any kind of organization.

Continued…
11. Training sometimes fails because of a lack of participation in planning on the part of management.

12. Effective communication means receiving a message, correctly decoding it, and accurately perceiving what it means.

13. Interpersonal skills are those needed for people to work together in a positive manner that is conducive to both personal and corporate success.

14. A team must have a mission statement because it explains the team’s reason for being.

15. To facilitate change in a positive way, leaders must have a clear vision and corresponding goals, exhibit a strong sense of responsibility, are effective communicators, have a high energy level, and have the will to change.

16. It might be necessary to change an organization’s leadership to ensure needed cultural change.

17. If a manufacturer is not careful a customer-supplier partnership can be very costly, especially in the product development cycle.

18. Corporate social responsibility is a balanced approach for organizations to address economic, social and environmental issues in a way that aims to benefit people, communities and society.

19. U.S companies, mistakenly seeing quality as the issue, learned that quantity was the key to success in the global marketplace.

20. In order to be an exporter, a manufacturer must be able to outperform foreign competitors in terms of both quality and productivity.

Continued…
SECTION C : SHORT QUESTIONS – (60 Marks)

INSTRUCTION : Answer ALL questions.

Question 1

a) List FIVE (5) elements of Total Quality Management

b) List FIVE (5) obstacles to implementing Total Quality Management

Question 2

a) Define the term leadership.

b) Explain briefly SEVEN (7) the principles of leadership.

Question 3

a) ListSIX (6) Deming points for management implement in total quality management

b) List FOUR (4) basic tools of Quality Control for management implement in total quality management

Continued…
Question 4

a) 5 ’s also known as foundation for housekeeping system that create better working environment and consistently high quality process. List and explain 5’s principles.

(10 Marks)

Question 5

a) What are the ISO 9000 Series Standards

(4 Marks)

b) List SIX (6) why ISO 9000 so important

(6 Marks)

Question 6

a) List FOUR (4) guidelines to improved communication.

(4 Marks)

b) Explain THREE (3) strategies for being an effective team leader.

(6 Marks)

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