
UNIVERSITI SAINS MALAYSIA

First Semester Examination
Academic Session of 2003/2004

September/October 2003

EBB 513/3 - Quality Management

Time : 3 hours

Please ensure that this paper consists of FOUR printed pages before you proceed with the examination.

This paper contains SEVEN questions.

Answer any FIVE questions. If a candidate answer more than five questions, only the first five answered will be examined and awarded marks.

Answer to any question must start on a new page.

All questions can be answered in Bahasa Malaysia or English.

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1. [a] How do you define quality?
(10 marks)
 - [b] How is the total quality approach different from the traditional ways of doing business?
(30 marks)
 - [c] What are the various key elements of total quality management?
(30 marks)
 - [d] Briefly discuss about the contributions of W. Edwards Deming and Joseph M. Juran on the understanding and development of TQM.
(30 marks)
2. Universiti Sains Malaysia is going on the "World Class Research University". You were appointed as one of the committee member of the task. Write a comprehensive "strategic planning" regarding this vision.
(100 marks)
3. [a] Discuss about the importance on the understanding about "supplier-customer chain". How do you deal with customer complaints?
(50 marks)
 - [b] Write your comments and explanation on the following statement related to proper TQM practise "Management by facts requires that each decision, each solution to a problem, is based on relevant data and appropriate analysis".
(50 marks)

4. [a] Discuss about the rationale, inhibitors, and management role in empowerment before your company able to implement it successfully.
(40 marks)

[b] "Someone may be great at his or her job, maybe even the best there ever. But what counts at work is the organisation's success, not personal success. After all, if your organisation fails, it does not matter how great you were; you may just as unemployed as everyone else". Provide your comments and discussions on the above statement.

(60 marks)

5. Problem solving and decision making are fundamental to total quality management. On the one hand, good decision will decrease the number of problem occur. On the other hand, the workplace will never be completely problem-free. Based on this statement, discuss about the following requirements :

- (a) Learning to solve problems effectively, positively and in ways that don't create additional problems.
- (b) Becoming better decision makers.
- (c) Learning to make decisions and handle problems in ways that promote quality.

(100 marks)

6. Many organizations have adopted SPC (Statistical Process Control) as a preferred way of controlling manufacturing processes. Much of this has come about as a result of the quality quest by first-tier companies, making it necessary to require that their second-tier suppliers practice SPC. We have seen this ripple down to at least the fourth tier. Nowhere is this more evident than in the auto industry. But beyond the mandate by corporate customers, more and more small companies are using SPC as part of their quality and competitiveness initiatives.

Provide more detail explanations regarding the specific roles of SPC in TQM.

(100 marks)

7. [a] Discuss about the importance of "benchmaking" which is becoming an increasingly popular tool among companies whose trying to become more competitive, striving for world-class performance.

(50 marks)

- [b] What is meant by JIT (Just-In-Time) or Lean production manufacturing? Provide your explanation.

(50 marks)