

PGDM (RM), 2014-16
Retail Benchmarking
RM-506

Trimester – V, End-Term Examination: December 2015

Time allowed: 2Hrs.30 Mins

Max Marks: 50

Roll No: _____

Instruction: Students are required to write Roll No on every page of the question paper, writing anything except the Roll No will be treated as **Unfair Means**. In case of rough work please use answer sheet.

Section-A

Marks 3X5

Answer any three questions. Each question carries equal marks

1. Describe the eight building blocks of TQM.
2. What are the pre-requisites for success of TQM in organizations?
3. What are the 5Ss of Housekeeping?
4. Discuss in brief the 11 steps to making of a world-class TQM organization.
5. Discuss in brief Crosby's theory on Quality Management.

Section-B

Marks 2X10

Answer any three questions. Each question carries equal marks

6. Describe in detail with help of a figure how an organization can enlist for the Demings Application Prize (DAP).
7. Describe in detail: the goals, enablers, benefits and impediments for implementation of Six Sigma in companies.
8. Describe in detail with help of a figure & retail industry example – the Root-cause or Ishikawa's Fish bone analysis

Section –C (Case Study)

Marks 15

Case Study: Implementation of Total Quality Management in an Indian Two-wheeler Manufacturing Unit

This case pertains to a two-wheeler manufacturing unit which is part of a major industrial house in the southern part of India. This group has a history of pioneering achievements in the field of the Total Quality Management. One of the group companies was the first in India to have the ISO 9000 certification for a world-class quality management system implementation. Another group company was the first to receive the prestigious Deming Award from Japan for the implementation of the TQM system in India.

The two-wheeler manufacturing unit of the group manufactures the full range of two-wheelers consisting of the mopeds, mini scooters, scooters and motorcycles. The company has been in existence for more than two decades. The organization was the first to introduce 100 cc current generation motorcycle of contemporary design in the country. In line with the group philosophy, the company is always in the forefront of implementation of TQM.

strong Quality Management System of ISO 9000:2000. The organization has a strong foundation of strategic quality planning of long-term of 'Vision', 'Mission', 'quality policy' and 'quality objectives and a sound plan for the business development on short-term as well as long- term basis. They have number of quality improvement teams working simultaneously on various quality improvement projects. The organization has implemented statistical process control on its shop floor in the entire manufacturing and the assembly line. It has gone for sophisticated computer aided gauging automation in the quality control of the processes resulting in producing components with zero defects. The company continuously collects the market feedback and develops customer-oriented vehicles which are normally big hits in the market. The organization's commitment on TQM has enabled it to win the prestigious Deming's Quality Award from Japan a highly rated award in the field of TQM and world-class performance excellence.

The organization made achievement of this rare distinction possible with the company wide effort towards continuous quality improvement of all processes, products and services with total employee involvement. All these efforts and achievements resulted in increasing customer satisfaction, loyalty and improved the business results. The organization is the undisputed market leader in the two-wheeler segment in southern India and enjoys a strong market position in other parts of India as well. The export market of the organization has shown a significant increase over the past three years. The organization's overall sales figure has shown an increase of almost 50% for the past three consecutive years, enabling the organization to cross the Rs. 3000 crore mark.

Apart from the increase in the sales figure, the organization's focus on TQM and continuous improvements in the product, process and system has led to the reduction of wastages at the various levels of operation. This has led to an increase in the operational efficiency of the organization, thereby resulting in increase of the overall organizational profits. The employees are -empowered to carry out their tasks efficiently and effectively. The organization has a high level of customer loyalty as its vehicles always provide a high level of customer satisfaction. The overall all-round performance excellence of the organization has made it a world-class organization.

Questions

Marks 3X5

1. Explain the high point of the case.
2. Elaborate on the areas where the TQM philosophy and techniques has been deployed.
3. Describe how TQM has helped the organization to gain the market leadership position?