



FINAL EXAMINATION
NOVEMBER 2023

COURSE TITLE	TOTAL QUALITY MANAGEMENT
COURSE CODE	RMGT4213
DATE/DAY	19 FEBRUARY 2024 / MONDAY
TIME/DURATION	02:00 PM - 04:00 PM / 02 Hour(s) 00 Minute(s)

INSTRUCTIONS TO CANDIDATES:

1. Please read the instruction under each section carefully.
2. Candidates are reminded not to bring into examination hall/room any form of written materials or electronic gadget except for stationery that is permitted by the invigilator.
3. Students who are caught breaching the Examination Rules and Regulation will be charged with an academic dishonesty and if found guilty of the offence, the maximum penalty is expulsion from the University.

(This Question Paper consists of 3 Printed Pages including front page)

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SECTION A

There are **FIVE (5)** questions in this part. Answer **ALL** questions in the answer booklet. **[50 MARKS]**

QUESTION 1

One way to conceptualize the field of quality management is known as the Three Spheres of Quality.

Describe how the **Three Sphere of Quality** provide ways to place the field of quality in perspective. **(10 Marks)**

QUESTION 2

TQM is not just another fashionable management theory. It is not a quick fix to solve the problems overnight. There are many barriers to implementing Total Quality Management. They show themselves in all business sectors-manufacturing, services, government and even education. Therefore, it is important for all organizations to understand and avoid these barriers both before and during TQM implementation. It takes a long time to build the appropriate emphasis and techniques into the culture. Overemphasis on short-term results and profits has to be avoided.

Describe **FIVE (5)** barriers to TQM implementation. **(10 Marks)**

QUESTION 3

Sigma is the Greek letter for indicating variation. Six sigma is defining the spread of the distribution of data that 99.7 % of the points falls within the 3 times the sigma on both the sides. If the 3 times the sigma is less than what the customer can allow, the process is said to be capable. Six sigma is the methodology which has been inspired by the process capability of reaching the lowest level of variation possible.

Briefly explain **FIVE (5)** phases of six sigma methodology. **(10 Marks)**

QUESTION 4

a) What is Failure Mode Effect Analysis (FMEA). **(2 Marks)**

b) Explain the stages of FMEA. **(8 Marks)**

Question 5

5S is a systematic form of visual management utilizing everything from floor tape to operations manuals. It is not just about cleanliness or organization; it is also about maximizing efficiency, quality, and profit. 5S is a framework that emphasizes the use of a specific mindset and tools to create efficiency and value.

Discuss how 5S checklist guides manufacturers in observing, analyzing, collaborating, and searching for waste and also involves the practice of removing waste. (10 Marks)

***** END OF QUESTION PAPER *****
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