

Seat Number of Candidate: _____

University of Pune
Department of Management Sciences (PUMBA) – MBA ++ Trimester V
Term End Examination – February 2013

Time : 3 Hours

Max. Marks : 50

501: MANAGING FOR EXCELLENCE

Note: Answer each section on separate Answer sheet. Each Section carries 25 marks.

Section – I

Attempt all questions. Questions 1 & 2 carry 10 marks each. Question 3 carries 5 marks

1. Illustrate the principle of Good Corporate Governance as proposed by the ICSI OR
Illustrate the salient features of Clause 49.
2. Explain / discuss the six basic principles of Blue Ocean Strategy OR
Why do companies get trapped in the Red Ocean?
3. Write short Notes on any TWO:
 - I) The Anglo-American Model of Corporate Governance
 - II) Drivers of Blue Ocean Strategy
 - III) Role of Independent Directors

Section-II

Question No.1 is compulsory and carries 10 marks. Attempt any three remaining questions which carry 5 marks each.

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| Q 1 a) Draw a self explanatory diagram of “House of Quality” as a part of activity of Quality Function Deployment in New Product Development exercise | 5 |
| b) Write a short note on Kano Analysis with a Kano diagram used while carrying out Quality Function Deployment in New Product Development exercise | 5 |
| Q 2 a) Explain briefly what is “Kaizen”, its types, with one example of each. | 2.5 |
| b) Only list down by bullet points the reasons why Quality Circles flourished in Japan | 2.5 |
| Q 3 a) Name 6 basic principles of TQM | 2.5 |
| b) Name 3 basic elements of TQM giving at least 2 examples of each category. | 2.5 |
| Q 4 a) Only name different elements of Cost of Quality and explain their relationship With optimum cost of Quality with a self explanatory diagram only. | 3 |
| b) Complete following sentences | 2 |
| 1. Cost of training is the cost of ----- | |
| 2. Cost of laboratory acceptance test is the cost of ----- | |
| 3. Cost of scrap and rejects is the cost of ----- | |
| 4. Cost of guarantee and warrantee claims is the cost of ----- | |
| Q 5 a) Explain only with a self explanatory diagram a process under Six Sigma Control catching the essence of the concept. | 2.5 |
| b) Explain Overall Equipment Effectiveness as a measure of success of a TPM initiative by giving only its elements | 2.5 |