

NA [50]

University of Pune
Department of Management Sciences (PUMBA)
501(I): Managing for Excellence

Instructions : Use separate answer sheet for Section A and Section B
Read separate instructions in each section

Time :- 2.30 Hrs

Max Marks : 50

Section A

Notes :

- The question paper is divided into two parts – Part 'A' and Part 'B'. Please answer any TWO questions from Part 'A'. Part 'B' is compulsory.
- Please give as many examples as possible to enrich your answer.
- Please use legible handwriting

-x-x-x-

PART 'A'

(2 x 10 = 20 marks)

- Q1. Please identify 3 processes in your day-to-day life where you can strive for excellence. Pls describe in detail how you would go about it and what benefits you expect to get.
- Q2. Please describe the role of Ethics in Managing for Excellence.
- Q3. What is the 7-S Framework ? How it can facilitate excellence in Management ?

-x-x-x-

PART 'B'

(5 marks)

Write short notes on any ONE of the following :

- Whistle blowing
- Level 5 leadership
- Strategies for Excellence in Marketing

Section B

Note: Question No.1 is compulsory.. In addition attempt any 3 questions.

<u>Question No.1</u>	Marks
Q 1 a) Represent the EFQM model of Business Excellence only by a self explanatory Box diagram	4
Q 1 b) Explain very briefly R.A.D.A.R logic related to Business Excellence	3.
Q 1 c) Only list down the eight fundamental concepts of Business Excellence as per EFQM model	3

Question No.2 (Solve any two) (Each carries 2.5 marks)

- Q 2 a) Explain **very briefly** what is FMEA and name its broad types.
- Q 2 b) What is reliability? **Only name any** 3 actions taken to improve reliability of a product or a system
- Q 2 c) What is RPN? Explain **very briefly** with equation

Question No. 3.(Solve any two) (Each carries 2.5 marks)

- Q 3 a) **Only name** seven statistical tools of Quality and explain **only diagrammatically** the Tool of Cause and Effect Diagram
- Q 3 b) **Only name** seven Management tools and **only draw** an Affinity Diagram for an organization trying to improve Labour Productivity in a brainstorming session.
- Q 3c). **Only draw** the diagram of House of Quality and label all the 6 sections of the same.

Question No.4(Solve any two) (Each carries 2.5 marks)

- Q 4 a) Explain in brief what is insurance and how it works.
- Q 4 b) What are the different types of Life Insurance Products available? Name a few of them.
- Q.4.c) Which Govt. agency controls Insurance business in India?

Question No.5 (Solve any two) (Each carries 2.5 marks)

Q 5 a) **Only list down** the principles of QMS as per ISO9001

Q 5 b) List down at least 4 generic ways of preventing pollution as per ISO14001..

Q 5 c) Describe briefly what is OHSAS and what is ISMS

Question No.6 (Solve any two) (Each carries 2.5 marks)

Q 6 a) Only name different elements of Cost of Quality and explain their relationship
With optimum cost of Quality **with a self explanatory diagram only.**

Q 6 b) Explain **briefly** what is **5S catching the essence** of the concept.

Q 6 c) **Only list down in bullet points** the reasons why Quality Circles did not flourish
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