INSTRUCTIONS TO THE CANDIDATES

- All the questions are compulsory and must be answered.
- Use pen only for writing answers.
- Observe correct spelling.
- Double answers will not carry any marks.

Advance Diploma Level

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<td>Type of Questions</td>
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<td>II. True or False</td>
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<td>III. Identification</td>
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<td>IV. Short Answer</td>
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<td>V. Essay</td>
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I. MULTIPLE CHOICE (Suggested time 15 minutes) (8 x 1 = 8 Marks)

Darken [ ] the correct answer box.

1. Which of the following was developed by Motorola to improve its processes by minimizing defects?

A. ISO
B. Continuous improvement
C. Six sigma
D. Quality control

2. It was argued by ___________ that the worker participation is the key to the success of Total Quality Management.

A. P B Crosby
B. A Feigenbaum
C. W E Deming
D. K Ishikawa

3. Nonconformance is an expense of

A. Profit of quality
B. Defects of quality
C. Quality of product
D. Cost of quality

4. Which of the following standard contains quality assurance test and inspection?

A. ISO 9000
B. ISO 9001
C. ISO 9002
D. ISO 9003
5. What gives employees ownership of their tasks?

A. Training  
B. Teamwork  
C. Benchmark  
D. Quality Management

6. TQM will not work in an atmosphere of

A. Creativity  
B. Duplicity  
C. Originality  
D. Ingenuity

7. The tool used to show movement of data is

A. Histogram  
B. Control chart  
C. Process flow chart  
D. Scatter diagram

8. Which of the following statements is not true about Total Quality Management (TQM)?

A. TQM is focused on improving product and customer service quality  
B. TQM is expensive to initiate  
C. TQM requires top management support  
D. TQM requires ISO 9000 certification
II. TRUE OR FALSE

Encircle the word TRUE if the statement is correct and the word FALSE if the statement is wrong.

(Suggested time 15 minutes) (8 x 1 = 8 Marks)

1. J.M. Juran is well known for his fourteen point philosophy. TRUE FALSE
2. TQM & ISO both focuses on employee. TRUE FALSE
3. Scatter diagram is used to measure between two variables. TRUE FALSE
4. As per the functional benchmarking, complex functions can be directly comparable in terms of cost and efficiency. TRUE FALSE
5. Benchmarking is yesterday’s solution to tomorrow’s problem. TRUE FALSE
6. Companies believe that the costs of implementing TQM are greater than the benefits of TQM. TRUE FALSE
7. Bar charts are used to show changes in a process when improvements are made. TRUE FALSE
8. In planning phase of PDCA cycle, strategies are devised and implemented to overcome the challenges faced by employees. TRUE FALSE

(Suggested time 10 minutes)

III. IDENTIFICATION

(Suggested time 10 minutes) (4 x 1 = 4 Marks)

Identify the following statements with suitable word/words. (Marks will be reduced for spelling mistakes)

1. ____________ is best known for his zero defects management.

2. A team of volunteer employees and their supervisors who meet regularly to solve quality problems.

   ____________.

3. All three set of ISO standards are referred to as ____________________________.

4. The concept of TQM was first introduced by ____________.
IV. SHORT ANSWER QUESTIONS  
(4 x 4 = 16 Marks)

Answer in short and clear statements. Limit your ideas/points as required in each question. Excess answer will not carry any marks.

1. Briefly explain four types of ‘Process Benchmarking” with examples.  
(4 Marks)

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2. Explain the purpose of a Pareto Chart. Give an example of when it should be used.  
(4 Marks)

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3. Why would the appraisal cost model be a better alternative compared to other cost models? (4 Marks)
4. Why does benchmarking fail? Explain your answer with the support of four points.

(4 Marks)
V. ESSAY / ANALYTICAL QUESTIONS
(Suggested time 40 minutes)
(2 x 7 = 14 Marks)

1. Answer the following in your own words:
   a. Differentiate between internal failure costs and external failure costs.
   b. Explain four types of internal failure costs and write a strategy to avoid each type.
   c. Explain four types of external failure costs and write a strategy to avoid each type.

(2+2+2+1=7 Marks)
2. Mr. Salim has recently established Al Dhakiliya Bakery in Nizwa. He has received complaints from customers that the *Party Cakes* are not delivered on time. After a detailed analysis, he came up with the following causes for the delayed delivery of party cakes:

1. Frequent breakdowns of machine
2. Few skilled workers to bake cakes
3. Inappropriate procedures
4. Unavailability of materials
5. Heavy pressure from supervisor
7. Poor transportation

Advice Mr. Salim explaining the importance of Fishbone diagram and draw a diagram by showing causes under four heading such as Machinery, People, Methods and Materials. (2+2+2+1=7 Marks)