



Name :

Roll No. :

Invigilator's Signature :

CS / BHM / SEM-8 / HM-819/ 2011

2011

TOTAL QUALITY MANAGEMENT

Time Allotted : 3 Hours

Full Marks : 70

The figures in the margin indicate full marks.

*Candidates are required to give their answers in their own words
as far as practicable.*

GROUP – A

(Multiple Choice Type Questions)

1. Choose the correct alternatives for any *ten* of the following :

10 × 1 = 10

- i) Which among the following is not a phase in Team Development ?
 - a) Forming
 - b) Chaos
 - c) Stabilizing
 - d) Penalizing.
- ii) Which among the following is not included in Planned Change ?
 - a) Technology
 - b) Structure
 - c) People
 - d) Environment.
- iii) Which among the following is not covered by change actions in a change programme ?
 - a) Changing
 - b) Humiliating
 - c) Unfreezing
 - d) Refreezing.



- iv) Which of the following forms is the expression of human response to change ?
- a) Resistance b) Motivation
c) Planning d) Organising.
- v) Because of which one of the following factors, do organizations resist to change ?
- a) Sunk cost
b) Environmental changes
c) Political situation
d) Legal constraints.
- vi) Which one of the following is not an element of communication process ?
- a) Encoding b) Measurement
c) Channel d) Receiver.
- vii) Grapevine is a type of
- a) formal communication
b) written communication
c) informal communication
d) pictorial communication.
- viii) TQM helps to identify user requirements
- a) at a glance b) minutely
c) casually d) visually.
- ix) A team is comprised of
- a) larger number b) huge number
c) small number d) none of these.
- x) “Malcolm Baldrige National Quality Award” was instituted first by which of the following countries ?
- a) Japan b) USA
c) India d) Germany.



- xi) Is the application TQM to hospitality industry important ?
- a) Yes, very important
 - b) No, not at all important
 - c) Yes, applicable to small hotels and not for 5-star hotels
 - d) None of these.
- xii) The three pioneers of TQM Movement are
- a) W.E. Deming, Joseph M. Juran, Philip Crosby
 - b) W.E. Deming, Joseph M. Juran, Philip Kotler
 - c) W.E. Deming, Joseph R. Christ, Philip Crosby
 - d) None of them.

GROUP – B

(Short Answer Type Questions)

Answer any *three* questions.

3 × 5 = 15

2. Give any ten reasons why people resist changes in the organization.
3. Why is team work essential in hospitality industry ?
4. What are the distinguishing features of Total Quality Management vis-a-vis Conventional Quality Management ?
5. What do you understand by quality council ? Discuss.
6. Discuss the importance of time management for executives in the production department of a hotel.



GROUP – C

(Long Answer Type Questions)

Answer any *three* of the following. $3 \times 15 = 45$

7. Explain the dimensions of service quality and discuss the types of quality.
8. Explain any *five* of the following terms : 5×3
 - a) Perception of communication
 - b) Audience adaptation
 - c) Communication barriers
 - d) Communication redundancy
 - e) Non-verbal communication
 - f) Grapevine
 - g) Communication channels
 - h) Communication process.
9.
 - a) How are Human Resources being managed in a Total Quality Management system ? Explain.
 - b) Mention some characteristics of a hotel that implements TQM practices. $8 + 7$
10. Write a detailed note on “Organizational culture” and the factors that it should have as related to TQM.
11.
 - a) Write a detailed note on how a change agent can bring about changes in the organization wherein the employees are very resistant to the concept of ‘change’.
 - b) Explain the concept of core values of TQM. $7 + 8$

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