

**Ollscoil na hÉireann, Gaillimh  
National University of Ireland , Galway**

**Semester II : Summer Exam Paper 2001  
Masters of Applied Science  
(Operations & Quality Management)**

**Quality Management & Practice (IE539)**

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**Instructions: Time Allowed - Two Hours.  
Answer any four of the five questions.  
All questions carry equal marks.**

**Q1.**

Describe the EFQM criteria for Business Excellence/TQM and give a brief outline of what would be expected of a company in each of the nine(9) sections of the model.

**Q2.**

Outline the principles behind two of the main programs that are used to eliminate waste in business. Give examples of the typical types of costs that would be encountered in one such program in a company with annual sales of 100 Million Euro's.

**Q3.**

As the newly appointed Chief Executive of a Medical Appliance business with 5,000 people working for you and annual sales of 1 Billion Euro's, you need to restore the company's reputation for superior quality in the eyes of your Customers and stop the decline in sales revenues.

Describe the actions you would take from a leadership aspect and what areas you would personally get involved in, to implement a Business Excellence drive throughout the whole company.

**Q4.**

As the Senior Manager for Health & Safety for a large food processing company in Ireland, discuss the legal and moral obligations of your company towards both your employees and the community under the Safety, Health & Welfare at Work Act 1989.

**Q5.**

Describe the key elements in a closed loop Customer Satisfaction Measurement System, and give examples of the kinds of management tools that one can use to gather Customer inputs and competitive data inputs to such a system.