

Total No. of Questions :5]

PE5868

[6551]-870

S.Y. M.B.A.

OSCM 617 MJ : BUSINESS EXCELLENCE
(2024 Pattern) (Semester-III)

Time :2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

- 1) *Attempt all questions.*
- 2) *All questions carry equal marks.*

Q1) Answer any 5 out of 8 (2 marks each):

[10]

- a) Define Business Excellence.
- b) What is EFQM?
- c) State any two core values in Business Excellence.
- d) What is meant by Paradigm Shift?
- e) Define Voice of Customer (VoC).
- f) What is Hoshin Kanri?
- g) What is Benchmarking?
- h) Mention any two Indian Business Excellence models.

Q2) Answer any 2 out of 3 (5 marks each):

[10]

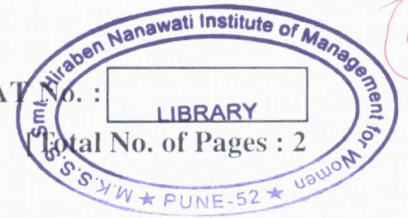
- a) Explain the major components of the EFQM Excellence Model.
- b) Describe the difference between TQM and Business Excellence.
- c) Explain the concept of strategic deployment with the Balanced Scorecard (BSC).

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Q3) Attempt Any One :

[10]

- a) Apply the Malcolm Baldrige National Quality Award (MBNQA) framework to evaluate the operations of a medium-sized manufacturing company.

OR

- b) Illustrate the use of Voice of Customer (VoC) tools to redesign a service process in retail banking.

Q4) Attempt Any One :

[10]

- a) Analyse the role of leadership in driving strategy deployment using examples.

OR

- b) Examine how knowledge management contributes to organizational performance measurement.

Q5) Attempt Any One :

[10]

- a) Evaluate the effectiveness of benchmarking as a tool for driving Business Excellence in global organizations.

OR

- b) Discuss what makes companies like Toyota or Tata Steel best-in-class organizations based on Business Excellence principles?

