



# INDIAN INSTITUTE OF TECHNOLOGY, JODHPUR

## Major, May 2023

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**Date of Examination:** \_\_\_\_\_ **Session (FN/AN)** \_\_\_\_\_ **Duration** 2 hr **Full Marks** 30  
**Subject No. :** MSL 71500 **Subject Name:** QUALITY MANAGEMENT  
**Department/Center/School:** SME  
**Specific charts, graph paper, log book etc., required:** NO  
**Special Instructions (if any):** NO

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### PART A – 15 marks

**Ques 1** Read the Caselet and answer the questions that follow.

*Take care of our people; they, in turn will deliver the impeccable service demanded by our customers who will reward us with the profitability necessary to secure our future.*

**Federal Express Manager's**

#### **Guide**

People are the first component of the FedEx corporate philosophy: People-Service-Profit. FedEx is dedicated to the principle that its employees are its "most important resource." Because the company believes in team effort and insists on an open atmosphere, it developed and refined a fair and equitable process for handling grievances, the Guaranteed Fair Treatment Procedure (GFTP). This process affirms an employee's right to appeal any eligible issue through a systematic review of progressively higher levels of management (see Figure 7.5), and provides an atmosphere for employees to discuss their complaints with management without fear of retaliation. Employees can have their concerns addressed through the management chain, all the way to the CEO, Frederick W. Smith, if necessary. In fact, Smith sits down every week with the executive vice president, chief personnel officer, and two other senior VPs to review GFTP cases that have progressed to the final stage. Employees are not assured of a judgment in their favor; however, the right to participate within the guidelines of the process is guaranteed.

One of the company's most effective quality tools is the SFA or Survey/Feedback/Action program which measures continuous leadership improvement. The SFA has been a part of the company's human resources commitment since 1980 and collects employee feedback about management's effectiveness and overall satisfaction about the company. Once a year, every member within every workgroup anonymously participates in the survey. The first 10 questions assess the immediate manager's leadership abilities as perceived by their customers—the people in their workgroup. Some examples include:

- My manager asks for my ideas about work.
- I can tell my manager what I think.
- My manager tells me when I do a good job.

While individual responses are kept confidential, overall survey results are passed on to the managers, who must then schedule a feedback session with their employees. Managers are encouraged to use quality improvement techniques to develop solutions to the problems identified in the survey. An action plan is developed and serves as an ongoing quality improvement plan for the issues identified during the feedback session. The results of the survey are then tallied as an overall corporate leadership score. The scores are subsequently used to diagnose corporate-wide leadership problems and, in addition, serve as a benchmark for setting the following year's corporate People goal.

a) The Open Door Policy at FedEx encourages employees to communicate their ideas and concerns directly to management, even when the subject is controversial. However, unlike with the GFTP, employees are not limited by time restrictions on filing or the number of Open Door issues that may be filed. If a manager receives an Open Door question, a response to the employee's inquiry must be handled as a top priority in accordance with the company's "People First" philosophy. The manager responding must also explain the reasoning behind the response.

- b) FedEx's widely dispersed workforce requires timely information. One of the most effective methods is the company's satellite-linked television network called FXTV. The special broadcasts, initiated to improve communication between senior management and the employee population, provide front-line feedback vital to the quality process. Employees are encouraged to call in during question-and-answer periods, which usually accompany all programs.
- c) FedEx uses a variety of formal reward and recognition programs to encourage excellence in both individual and team performance.
- *Bravo Zulu Award*: The name is U.S. Navy jargon for "well done." Any manager can bestow this award on any one for clearly going above and beyond specific job responsibilities. Many employees received this award through their efforts during the 1997 UPS strike.
  - *Golden Falcon Award*: With the highest honor given to nonmanagement employee employees are recognized for demonstrating "exceptional performance achievements or unselfish acts that enhance customer service."
  - *Service Circle of Excellence Award*: On a monthly basis, the highest performing stations at FedEx are reviewed for selection as winners of this award.
  - *Star/Superstar*: Individual employees with consistently high job performance can be recognized through the Star/Superstar Program, which provides a percentage of i as a lump sum cash award.
- d) Training is a fundamental element of FedEx's quality process. More than \$225 million is spent annually on skills and recurrent training. All j customer-contact people receive extensive training before they assume their jobs. For example, call center agents participate in six weeks of training that include interactive videos, role-playing sessions, and lectures regarding features of service. Sales professionals receive extensive training emphasizing customer satisfaction.
- e) The Leadership Institute provides leadership training and development for managers. The three basic curricular areas are core management principles, outdoor-based learning, and a leadership series. Participants study policies and procedures, leadership qualities, and management principles, using experiential activities and group discussion. Participants share knowledge and gain insight into such topics as teamwork, risk-taking, diversity in the workplace, and situational leadership. After completing the courses, managers are encouraged to develop and communicate a departmental vision statement that empowers employees to achieve organizational goals and objectives. The Quality Academy, established under the auspices of human resource development, assists in the continuing use of quality principles by educating participants about the processes and practical tools available to management and quality professionals. Courses are offered in the areas of quality action teams, benchmarking, cycle time reduction, facilitation skills, and statistical process control, as well as interactive video study. Generally, all employees can participate in these courses.

How do Human Resource Management processes at FedEx support the fundamental principles of TQ: customer focus, participation and teamwork, and continuous improvement? **10**  
**marks**

**Ques 2**      **Discuss the various challenges that Service organizations face with regard to Quality assessment, which Manufacturing organizations do not face.** **5**  
**marks**

**OR**

**Using an example, explain the various Gaps in the Services Quality (SERVQUAL).**

### **PART B – 15 Marks**

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| <b>Ques 3</b> | Describe value chain with example.   | <b>5 marks</b> |
| <b>Ques 4</b> | Discuss various steps of Quality Audit with an example.                    | <b>5 marks</b> |
| <b>Ques 5</b> | What is Business process re-engineering? Explain its role in benchmarking. | <b>5 marks</b> |

