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Total No. of Questions :5]

SEAT No. :

PE5868

[Total No. of Pages : 2

[6511]-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?

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