

Question No. 1.

Appraisal Cost is used by Honda for measurement and inspection activities during operations to determine conformance to quality requirements. Examples include inspection, testing, process or service audits, calibration of measuring and test equipment.

Question No. 2.

Four Potential challenges of implementing QC circle activities

- **Negative Attitude:**

Both employees and managers having negative attitude toward QC often resist its implementation. Managers feel that QC dilutes their authority and importance in the organisation. This negative attitude can be dispelled by imparting appropriate training to employees as well managers about the real concept and contribution of QC.

- **Lack of Ability:**

Sometimes workers are characterized by their low level of educations and also lack of leadership qualities. This problem can be overcome by initiating workers' education programme.

- **Lack of Management Commitment:**

Lack of management commitment toward QC is demonstrated by not permitting the members to hold QC meetings during the working hours. Therefore, the top management should permit the members to hold QC meetings periodically during working hours preferably at the end of the day. Management should also extend all required and timely assistance for the smooth functioning of QC.

- **Non-implementation of Suggestions:**

The members of the QC feel disheartened in case their suggestions are not accepted and implemented by the management without giving convincing reasons for not doing so. Instead, the suggestions rendered by QC should be given due consideration and weightage and should be implemented honestly.

The End