



MACHAKOS UNIVERSITY

University Examinations for 2021/2022 Academic Year

SCHOOL OF BUSINESS AND ECONOMICS

DEPARTMENT OF BUSINESS ADMINISTRATION

SECOND/THIRD YEAR SECOND SEMESTER EXAMINATION FOR

BACHELOR OF COMMERCE

BBA 410: TOTAL QUALITY MANAGEMENT

DATE: 16/12/2021

TIME: 8.30-10.30 AM

INSTRUCTIONS

1. ANSWER question ONE and any OTHER THREE questions
2. Question one carries 30 marks, while the rest carry 20 marks each
3. Time: 2 hours

QUESTION ONE (COMPULSORY) 30 MARKS

Read the case below and answer question one.

LOOC MANUFACTURING COMPANY

Looc Company has been in operation for the last five years. The management decided to introduce Total Quality Management to improve performance. Most members of the company tried to resist the new change because new policies and procedures were introduced to guide the implementation. The new changes affected operations of all the departments, as management focused on quality service at all levels. A consultant was brought on board to assist staff to cope with the new changes. The consultant advised on staff training which was expensive for the management to an extent that some of the members of management that few of the departmental heads to be trained only but they agreed to have all the departmental heads and section heads to be trained. However, during implementation all appreciated that the training was important having had a big number of staff trained. The TQM Leaders were appointed at every department and senior staff who was the overall. The team was taken to a benchmarking exercise in two of the manufacturing companies that had successfully implemented TQM. The team attended did good work and in two years the company had improved its standards of the products and the performance in the market was good. Further after the successful implementation of Quality management system, the consultant left the company and recommended for continuous training of the employees in areas where gaps are identified.

Required:

- a) Discuss six reasons why the Management focused on customer quality service at all levels of operations in the company. (6 marks)
- b) Based on the above case study, analyze six challenges faced by organizations in implementing TQM. (6 marks)
- c) “Service quality plays a major role in customer satisfaction”, Explain the importance of employee involvement in TQM implementation. (8 marks)
- d) Assume you are appointed to head the benchmarking exercise as one of the heads of departments. Prepare a benchmarking plan and outline five activities of importance to consider in exercise. (10 marks)

QUESTION TWO (20 MARKS)

- a) In Kenya, most organizations have implemented quality management systems. Identify an organization of our own choice that has been implementing TQM and analyze the best TQM practices in the organization. (10 marks)
- b) Bench marking exercises are common practices in improving performance of organizations. Explore five challenges you are likely to face if you failed to plan for the exercise. (10 marks)

QUESTION THREE (20 MARKS)

- a) Discuss five consequences of quality costs to organization. (10 marks)
- b) “Human resource involvement is one of the principles of TQM”, Argue for and against the statement. (10 marks)

QUESTION FOUR (20 MARKS)

- a) Assume you are a CEO of one of the institutions that have implemented TQM; Analyze five principles of TQM and the importance of each to best TQM practices. (10 marks)
- b) As a business consultant, advice the Kenya Airways Management on how to utilize the benefits of TQM to recover from their current state of performance as a result of covid - 19 pandemic. (10 marks)

QUESTION FIVE (20 MARKS)

- a) Small businesses assume the cost of Customer feedback. Discuss five benefits of analyzing customer feedback and five challenges faced in obtaining the feedback reports. (10 marks)
- b) Identify a product of your own choice and analyze four dimensions of quality associated with the product. (10 marks)