

TGS

KIBABII UNIVERSITY



UNIVERSITY EXAMINATIONS

2021/2022 ACADEMIC YEAR FOURTH YEAR FIRST SEMESTER MAIN EXAMINATION

FOR THE DEGREE OF BACHELOR OF COMMERCE
COURSE CODE: BCO 411
COURSE TITLE: QUALITY MANAGEMENT

DATE: 20/05/2022

TIME: 9.00AM – 11.00AM

INSTRUCTION TO CANDIDATES

- 1) The paper contains **FIVE** questions
- 2) Attempt **THREE** questions
- 3) Question **ONE** is Compulsory

TIME: 2 Hours

KIBU observes ZERO tolerance to examination cheating

QUESTION ONE

- a) Give detailed account of benchmarking process and highlight the key reasons for organization benchmarking. (8 marks)
- a) Assume you have been hired to spearhead change in an organization aimed at improving the quality of an organizations products. Discuss some reasons as to why employees would resist the changes you propose to introduce and show what you would do to overcome this resistance and achieve your change objective. (8 marks)
- c) Discuss the current benefits and drawbacks that face the implementing of Total Quality Management in modern organizations. (10 marks)
- d) Quality is an attitude. The attitude is what differentiates between excellence and meritocracy. (4 marks)

QUESTION TWO

- a) Customer deserves better customer service. Explain who a customer is and how we can make customer care better. (8 marks)
- b) Identify a product in the Kenyan market and apply the dimensions of quality associated with this product. (12 marks)

QUESTION THREE

- a) Highlight how motivation entrenches the culture of quality (8 marks)
- b) Taguchi's quality loss function is a Total Quality Management tool for improving quality of manufactured goods. Explain what it entails. (12 marks)

QUESTION FOUR

- a) Quality Management guru, Edward Deming, advocated for a total transformation of management practice. He famously saw management as the root cause of 80% of an organization's problems. Discuss Deming's 14 principles required for the transformation of traditional management of any type of organization. (15 marks)
- b) Describe the roles of top management in TQM process. (5 marks)

QUESTION FIVE

- a) State and explain the challenges and benefits experienced by organizations in their quest to achieve ISO certification. (10 marks)
- b) Quality benefits of teamwork. Explain how working in a team is an inseparable part of Total Quality environment (10 marks)