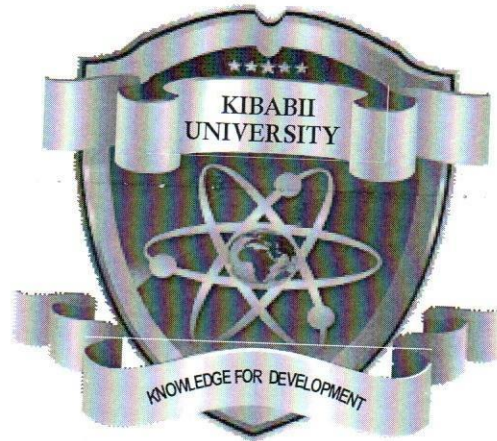


KIBABII UNIVERSITY



UNIVERSITY EXAMINATIONS

2021/2022 ACADEMIC YEAR
FOURTH YEAR FIRST SEMESTER
SPECIAL/SUPPLEMENTARY EXAMINATION

FOR THE DEGREE OF BACHELOR OF COMMERCE

COURSE CODE: BCO 411

COURSE TITLE: QUALITY MANAGEMENT

DATE: 17/11/2022

TIME: 8.00 – 10.00AM

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) Leadership is one major determinant of successful TQM. Explain any TEN characteristics that a quality leader must demonstrate. (5 marks)
- b) What do you understand by KAIZEN? Explain the wastes that Kaizen intends to eliminate. (9 marks)
- c) With an aid of diagram explain how PDCA (SDC) cycle can be used to achieve continuous improvement within an organization. (8 marks)
- d) As a quality manager who expects top management to allocate resources for quality improvement, explain any 10 importance of quality to convince them. (8 marks)

QUESTION TWO

- a) Discuss the key concepts of Business Process Reengineering (BPR) (14 marks)
- b) Define quality council and explain the duties that quality council performs. (6 marks)

QUESTION THREE

- a) Highlight the key elements of 6 Sigma total quality model. (12 marks)
- ii) Highlight the Deming's set of 'Deadly Diseases' which can hamstring any organization's attempts to become world class. (8 marks)

QUESTION FOUR

- a) Discuss the benchmarking process, the steps involved and the various examples of organization benchmarking? (12 marks)
- b) TQM continues to face obstacles in a dynamic environment. Explain FOUR of these challenges? (8 marks)

QUESTION FIVE

- a) Cost of quality can either be internal factors cost or external factor costs. Explain any FIE components of each. (12 marks)
- b) Supporting an organization's aims and objectives, an ISO 9001 QMS documents the processes, procedures, and responsibilities for achieving quality policies and objectives. Highlight the seven quality management principles as advocated by the ISO 9001:2015 standard. (8 marks)