

**CHUKA**



**UNIVERSITY**

**UNIVERSITY EXAMINATIONS  
CHUKA/EMBU**

**EXAMINATION FOR THE AWARD OF DEGREE OF BACHELOR OF COMMERCE**

**BCOM 464: TOTAL QUALITY MANAGEMENT**

**STREAMS:BCOM/BEEM/BPLM/BCOP Y4S2**

**TIME: 2 HOURS**

**DAY/DATE: MONDAY 20/09/2021**

**2.30 P.M – 4.30 P.M**

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**INSTRUCTIONS**

- **Answer question one and any other two questions**

**QUESTION ONE (30 MARKS)**

**Read the below case study and answer the questions that follow.**

**Total Quality Management and Organization Success**

With organizations to run and big orders to fill its easy to see how some CEOs inadvertently sacrifice quality for quantity. By integrating a system of total quality management its possible to have both.

There are few boardrooms in the world whose inhabitants don't salivate at the thought of engaging in a little aggressive expansion. After all, there's little room in a contemporary, fast paced business environment for any firm whose leaders don't subscribe to ambitions of bigger factories, healthier accounts and stronger turnarounds. Yet too often such tales of excess go hand in hand with complaints of a severe drop in quality.

Food and entertainment markets are riddled with cautionary tales, but service sectors such as health and education aren't immune to the disappointing by-products of unsustainable growth either. As

always, the first steps in avoiding a catastrophic forsaking of quality begins with good management.

By opting to reframe the way employees think about the company's goals and processes, TQM allows CEOs to make sure certain things are done right from day one. "Total quality management allows the company to look at their management system as a whole entity not just an output of the quality department,"

TQM ensures long term success by enforcing all-encompassing internal guidelines and process standards to reduce errors. By way of serious, in depth auditing as well as some well orchestrated soul searching- TQM ensures firms meet stakeholder needs and expectations efficiently and effectiveness, without forsaking ethical values.

## QUESTIONS

(a) The author quotes: 'After all, there's little room in a contemporary , fast paced business environment for any firm whose leaders don't subscribe to ambitions of bigger factories healthier accounts and stronger turnarounds. Explain the practices of leadership as a key principle of quality management. [8 marks]

(b) Discuss the steps to a successful quality management system in the service sector. [8 marks]

(c) "Total quality management allows the company to look at their management system as a whole entity – not just an output of the quality department," Discuss. [8 marks]

(d) Explain the importance of offering customer value to the firm. [6 marks]

## QUESTION TWO

(a) Liboyi, a CEO of light Company, is against the idea of forming work teams to solve problems within the organization. He prefers management coming up with solutions to problems. As the new quality assurance manager, explain to him the significance of work teams in an organization. [10 marks]

- (b) Organizations incur various costs in improving the quality of their products. Explain the various types of cost of quality outlining the implication of each in managing quality.

[10 marks]

### **QUESTION THREE**

- (a) A quality conscious organization knows that it has to focus on customers and meet their needs and expectations for competitive advantage. In view of this statement, discuss the ways in which an organization can identify customer's needs and expectations.

[10 marks]

- (b) Discuss the philosophy of continuous improvement and outline the significance of this quality management maxim in management of quality.

[10 marks]

### **QUESTION FOUR**

County governments have been accused by their constituents of poor service delivery. This has resulted in lack of trust and hence little commitment by the people in supporting the county's service delivery agenda:

- (a) Propose and explain to the county leaders the quality management strategies to use in improving service delivery.

[12 marks]

- (b) Explain the benefits of instituting and documenting quality standards to the county governments.

[8 marks]