

CHUKA



UNIVERSITY

UNIVERSITY EXAMINATIONS

**EXAMINATION FOR THE AWARD OF MASTER
OF BUSINESS ADMINISTRATION**

MSOM 815: TOTAL QUALITY MANAGEMENT

STREAMS: MBAD

TIME: 3 HOURS

DAY/DATE: WEDNESDAY 07/04/2021

8.30 A.M. – 11.30 A.M.

INSTRUCTIONS: Answer ALL questions

QUESTION ONE

Read the case study below carefully and answer the questions that follow:

In 2019, the CEO of Tura Group changed how the company's packaging unit would report its financial results, a decision that revealed the unit was missing revenue projections by more than 90 percent. With just a year to transform the failing packaging unit, the unit head formed an improvement team to analyze performance metrics and find a solution. The team learned the unit's employee's portrayed signs of low morale which, according to international research firms, can impact profitability. The head of the packaging unit explored the concept of self-directed teams, which are highly trained groups of employees responsible for work with minimal management supervision.

While it was an unconventional approach, the unit head recognized self-directed teams can promote process alignment, customer0centerdness and employee empowerment. Nine months after implementing self-directed teams, the unit's overall process score increased from 24 percent to 70 percent, which resulted in a 60 percent increase in revenue and kshs 2.8 million saved.

MSOM 815

Required:

- (a) Determine five challenges Tura group was experiencing in running their company [10 marks]
- (b) Explain the benefits the company obtained from the turnaround decisions [10 marks]
- (c) Discuss quality improvement tools that the management can use to improve quality of the company [10 marks]

QUESTION TWO

- (a) One of the most important tool for competitive advantage is standardization through ISO certification. Discuss any five benefits of ISO certification to an organization of your choice in Kenya. [10 marks]
- (b) Explain the some of the obstacles involved in implementing of Total Quality Management program in an organization. [10 marks]

QUESTION THREE

- (a) Statistical quality control (SQC) is one of the best technical tools for improving product and service quality. State and explain the basic technical tools used in SPC [10 marks]
- (b) Discuss the relevance of benchmarking to performance and developing competitive advantage for today's organization [10 marks]

QUESTION FOUR

- (a) A quality management system requires a number of steps. State and explain the steps in implementing a quality management system. [12 marks]
 - (b) Discuss any categories of quality cost that a quality conscious organization can experience [8 marks]
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