

CHUKA



UNIVERSITY

**UNIVERSITY EXAMINATIONS
CHUKA/EMBU**

EXAMINATION FOR THE AWARD OF DEGREE OF BACHELOR OF COMMERCE

BCOM 464: TOTAL QUALITY MANAGEMENT

STREAMS:

TIME: 2 HOURS

DAY/DATE: TUESDAY 10/04/2018

2.30 P.M – 4.30 P.M

INSTRUCTION:

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

Question one (30marks)

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

KMTC goes Hi-tech to improve service efficiency

KMTC, the 85 year old Kenya Medical Training college has gone digital in its operations in a bid to improve efficiency. The institution is now using the enterprise resource planning (ERP) software for its processes and payments. THIS HAS IMPROVED ITS EFFICIECNCY, simplified the way it does business and restored public confidence.

Prospective students can now apply for admission and track the status of their applications online. The institution’s accountants can track students payment online.”In place is a total online student and financial system,” says the CEO. The new ERP system has helped curb losses, as it is now easy to track finances.

The transparency at KMTC has attracted donors, including the world bank that has sponsored 800 enrolled community health nurses from marginalized areas in Kenya. To ensure high quality training, KMTC has collaborated with various universities in and outside the country. This has helped the college improve on its training and research. In 2016, KMTC was ranked among the best mid-level training institutions in Kenya.

KMTC is also ISO 9001: 2008 certified, a quality management system that has defined its procedures. “ we have designed our processes in a way that enhances the quality of our training” says the CEO.

The staff and their positive culture have enhanced the image of KMTC. They know what they are supposed to do. It has also maintained high discipline among its students, whose numbers are growing at a fast rate. KMTC has promoted an environment that is conducive to learning and exchange of skills and knowledge.

Questions

- (a) KMTC has implemented ERP system to enhance its service efficiency. Discuss other measures and initiatives the institution can implement to promote service delivery. [8marks]
 - (b) The author quotes.”In place is a total online student and financial system,” Explain this statement in the context of application of total quality management by organizations. [6marks]
 - (c) Explain the benefits of ISO 9001:2008 certification to KMTC. [8marks]
 - (d) KMTC has invested much on its training and research . Discuss the ways the college use to enhance employee training and empowerment to enhance service delivery. [8marks]
2. (a) Total quality management (TQM) views an organization as a collection of processes and maintains that organizations must strive to continuously improve these processes by incorporating the knowledge and experiences of workers. Discuss this quality maxim and outline the basic activities upon which TQM is anchored. [12marks]
- (b) Discuss the challenges of implementing quality management by public sector institutions in Kenya. [8marks]
3. You have currently been appointed as a member of the quality implementation committee of maendeleo company ltd. Your first assignment is to come up with a comprehensive quality management system (QMS) for the company.
- (i) Explain the meaning of QMS? [3marks]
 - (ii) Discuss the steps to follow in crafting the system outlining the activities and processes to be included in each step. [10marks]
 - (iii) Explain the advantages of a well documented QMS to the company management and other stakeholders. [7marks]
4. (a)Quality standards are documents that stipulate or recommend minimum level of performance and quality of goods and services and optional conditions for operations in a

given environment. Explain the reasons for defining performance standards.

[10marks]

(b) Discuss the key practices and activities of continuous improvement and quality control components of quality.

[10marks]
