

CHUKA



UNIVERSITY

UNIVERSITY EXAMINATIONS

**EXAMINATION FOR THE AWARD OF MASTERS DEGREE IN BUSINESS
ADMINISTRATION**

MSOM 815: TOTAL QUALITY MANAGEMENT

STREAMS: MSOM

TIME: 3 HOURS

DAY/DATE: WEDNESDAY 5/12/2018

2.30 P.M - 5.30 P.M.

INSTRUCTIONS:

- **Answer ALL Questions**
- **Do not write anything on the question paper**

QUESTION ONE

Read the case below and answer the questions that follow:

The art of the soft sell

Walk into one of Yoforia's three frozen Yogurt stores in Atlanta, and you'll get a warm hello from a server, who will encourage you to try all four of the company's frozen Yogurt flavors. The server might also prescribe the organic milk used to make the Yogurt and talk about the all natural ingredients that go into the premium dark chocolate, mango, pomegranate, and blueberry desserts.

What you won't get is hard to sell. If you look as if you want to be left alone, you will be. Staffers are told to put themselves in customer's shoes, to interact and be pleasant, but never to nag. Although after tasting the Yogurt and hearing about how healthy it is, you're certainly more likely to make a purchase. And Kim's sales are up 40% over last year.

I take the pressure off my employees that they have to make sales, says Kim. All of his staffers are former customers who are passionate about his Yogurt. Although Kim doesn't have formal staff meetings, he works on a daily basis with his employees, instructing them to sell services as much as a frozen Yogurt. He awards staffers bonuses when he sees them going out of their way to customers, making sure they have a good experience when they come to the store, so they feel their money is well spent and well worth it.

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On the surface, that may not sound groundbreaking-treat your customers well, figure out what they want, give them information about your product, and sell them something you care about. When it comes to Yogurt, that may be as simple as helping a customer pick the best flavor. The end goal of customer-centric sales is not only to boost sales and trumpet your brand but also to make customers happy they shopped at your store, building the foundation for future sales.

Questions:

- (a) In reference to the above case, explain the principle of customer focus in enhancing a firm's product service delivery. [10 Marks]
- (b) Discuss the benefits of continuous customer satisfaction to an organization. [10 Marks]
- (c) Discuss the elements of employee involvement as a principle of quality management. [10 Marks]
- (d) Discuss the challenges managers face in management of quality. [10 Marks]

QUESTION TWO

- (a) Consumer perception on the use of a product is based on his or her view of superior quality that product offers. Explain the dimensions that drive and influence service quality. [10 Marks]
- (b) Explain the purpose of product/service standardization. [5 Marks]

QUESTION THREE

- (a) Explain the tangible and intangible benefits of ISO: 9000 series in providing guidelines on selection and use of quality management and quality assurance standards. [9 Marks]
- (b) Explain the concept of JIT, outlining how it helps the manufacturing system to improve productivity. [6 Marks]

QUESTION FOUR

You have been appointed as the head of quality by your county government. Explain to the county management board the below issues of quality management:

- (a) The importance of managing quality. [5 Marks]
- (b) The tools of quality the county government can introduce to ensure quality in the organization. [10 Marks]

QUESTION FIVE

For any organization to continuously offer quality products and services and remain competitive, managers must keep in touch with the changing needs, wants, attitudes and behavior of all customers, including the dimensions of the external environment. Discuss the quality strategies that an organization can institute to adapt to the changing environment and add value to its quality improvement programme. [15 Marks]

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