



KENYATTA UNIVERSITY
UNIVERSITY EXAMINATIONS 2017/2018
FIRST SEMESTER EXAMINATION FOR THE DEGREE OF MASTER OF BUSINESS
ADMINISTRATION

BBA 831: TOTAL QUALITY MANAGEMENT

DATE: Wednesday, 22nd November 2017

TIME: 5.30p.m-8.30p.m

INSTRUCTIONS:

Attempt question **ONE** and any **THREE** other questions.

Question one: Read the case below and answer the questions following it

QUESTION ONE: Read the following case and answer the questions following.

ISO: 9000 QUALITY STANDARDS

Quality is something every company strives for yet it is elusive unless a proper standard is in place ISO 9000 is one of the most widely recognized quality standard that presents guidelines intended to increase business efficiency and customer satisfaction. Its goal is to embed a quality management system within an organization, increase productivity, reduce unnecessary costs and ensure quality of systems, products and services. This standard is applicable to business organizations within the manufacturing and service industries. The general guidelines of the standard allow flexibility needed for today's diverse business and competitive work environments.

The ISO 9000 quality standard helps firms to establish, maintain and improve a quality management system. It is not a rigid set of requirements and is somehow voluntary in nature in the process of implementation of the quality management system. The standard is process oriented and requires that the company look at the bigger picture rather its departments including the need to integrate quality issues across the organization. Once the system is implemented there is need for various audits to be done to check the effectiveness of the quality management system. The standards enable a firm to get feedback quickly on quality and customer satisfaction.

The standards were created to meet several objectives including:- to achieve, maintain and seek continuous improvement of product quality in relation to both manufacturing specification and customer requirements, to improve the quality of operations to continuously meet customers and stakeholders' stated and implied needs; to provide confidence to top management and other employees that quality requirements are being fulfilled and that improvement is taking place as well as provide confidence to customers and other stakeholders that quality requirements are being achieved in the delivered products. The ISO 9000 has several principles and elements that must be addressed before the firm gets the required certification.

REQUIRED

- i) Based on the fact of this case **suggest the main benefits** of this quality standard to **small and big organizations** within the **manufacturing and service industries**. *(10 marks)*
- ii) **Outline any ten elements** of this standard that organization must **fulfill** before getting the **certification**. *(10 marks)*
- iii) **Discuss the principles and drawbacks** of this standard to customer oriented organizations. *(10 marks)*

QUESTION TWO

Compare and contrast the contributions of Edward **Deming** and that of Philip **Crosby** and discuss their relevance to forms within the manufacturers in Kenya. *(10 marks)*

QUESTION THREE

- i) Using a firm within the **banking** industry, discuss the **dimensions** of **service** quality and its **relevance** to the enhancement of **competitive** advantage. *(6marks)*
- ii) If you cannot **measure** quality it cannot be **improved** to enhance growth and survival firms in any industry in Kenya. **Discuss the seven** quality **tools** used to measure quality in today's organization. *(4 marks)*

QUESTION FOUR

- i) It is **important** for organization to enhance a **culture** of promoting **quality** and getting it **right** first time **on** time and **all** the time. Using an **Organization** within the **manufacturing** sector in Kenya **discuss the four** costs of quality with appropriate examples. *(6 Marks)*
- ii) Outline the **process, types and importance** of **benchmarking** to quality management. *(4 marks)*

QUESTION FIVE

“Motivation of staff is critical in quality management”. Suggest various ways you can use to motivate staff that achieve quality programmes and discuss the principle of employee empowerment and its relevance to quality management. (10 marks)