



FACULTY OF BUSINESS MANAGEMENT
END OF SEMESTER EXAMINATIONS - APRIL 2025

PROGRAMME: MBA

YEAR/SEM: YEAR 2/SEMESTER 1

COURSE CODE: MBA 841

NAME: PROJECT QUALITY MANAGEMENT

DATE: 2025-04-15

TIME: 2:00-5:00PM

INSTRUCTIONS TO CANDIDATES:

1. Read the instructions very carefully
2. The time allowed for this examination is STRICTLY three hours
3. Read each question carefully before you attempt and allocate your time equally between all the Sections
4. Write clearly and legibly. Illegible handwriting cannot be marked
5. Number the questions you have attempted
6. Use of appropriate workplace examples to illustrate your answers will earn you bonus marks
7. Any examination malpractice detected will lead to automatic disqualification.

DO NOT WRITE ANYTHING ON THE QUESTION PAPER

Section A SECTION A IS COMPULSORY -(40MARKS), ATTEMPT ONLY ONE CASE STUDY

Question 1:

Poor Quality Juice in Galkayo

In Galkayo, there has been a company called Galkayo Fruit Juice (GFJ) which produces fresh juice that has been liked by many people in the town. The problem is that some other company has started producing another quality juice which is proving to take away many of the customers that were formerly taking juice from GFJ. This has led to a very stiff competition between the two companies and the problem is that GFJ has lost many customers. Many of the customers have complained that the Juice from GFJ has been low on quality. The manager has noticed an increase in the number of customer complaints regarding the flavor of the juice served. There has been a concern among the teams in the company that they may lose their jobs because the company has been losing revenue. There has been speculation about which Management factors affecting Juice quality that have been identified including: the mixing of over-ripe and juvenile canes with sound, mature canes within a field; harvesting over-age cane; excessive delays between pre-harvest burning and processing ("kill to mill"); and excessive extraneous matter in harvested cane. It is suggested that heterogeneous cane can have up to 20% less available sugar concentration than good sound cane. An average of about 4% of the sugar originally available is lost per day of the "kill to mill" interval, although this value is strongly influenced by temperature. From 0.125 to 0.25 units of rendement are lost per one percent of extraneous matter. The team in production is not convinced about all these factors that have been raised and they are calling for a meeting to discuss and find out the real cause of the quality problem in the juice.

QUESTIONS

- i) As a student of Project Quality Management use the knowledge of the Ishikawa Diagram and explain to the Galkayo Juice Factory management and teams about the machine problems that may have caused the poor-quality effects (6 Marks)**
- ii) You are the quality manager of this product and you are going to present a paper on the long-term effect of the poor quality of the juice. Present the negative long-term effect of the poor-quality juice to the board of directors (8 Marks)**
- iii) The identified cause of poor quality of the juice is about the process, mention the problems cited in the processing of the Juice (6 Marks)**
- iv) If the cause of the problem of poor-quality juice is human resource, explain how, you, as a product quality manager will deal with the human resource causes (10 marks).**

v) What quality planning inputs can be used in the improvement of the quality of the Juice in the case above? **(10 Marks)**

Section B ATTEMPT THREE QUESTIONS ONLY FROM THIS SECTION-(60MARKS)

Question 1:

The project manager in one of the biggest poultry farm in Lower Shabelle has been threatening to leave the company because of the numerous obstacles to his efforts to improve total Quality management.

Required

- a) As a consultant in PQM, advise and explain the obstacles to the implementation of Total Quality management to the owners of the company on the obstacles before the manager leaves **(10 Marks)**.
- b) As an expert, explain clearly the elements of Total quality management to the owners of the company such that they make informed decisions on quality in the company **(10 Marks)**

Question 2:

Explain the three main processes of project quality management (Quality Planning, Quality Assurance, and Quality Control), providing examples of how each is applied in real-world projects. **(20marks)**

Question 3:

Every business survives when the company understands that it is not the company that determines what it produces, but it is the customer that decides what product to produce and how to produce it such that the customer gets satisfied.

Required

You are an expert of Project quality management and you have been identified by the chamber of commerce to train the business community for quality excellence, describe and explain the phases of customer driven project management improvement methodology to business owners in your country. **(20 Marks)**

Question 4:

Explain the role of stakeholders in defining and ensuring quality standards in a project. How can project managers align stakeholder expectations with quality deliverables? **(20marks)**

Question 5:

Explain the concept of continuous improvement in project quality management. How can methodologies like Six Sigma or TQM contribute to sustained quality in projects? **(20marks)**

Question 6:

The government of Somalia, working under the East African alliance program on Animal improvement for Beef Export has decided to send a team of fresh graduates to Kenya to benchmark on goat and sheep rearing so as to compete very well in the beef market in Qatar.

Required

- a).** As a consultant with a degree in PQM from a reputable university, advise the government of Somalia on the key elements of benchmarking efforts that should be emphasized **(10 Marks)**
- b).** As a consultant, outline and explain the benchmarking steps to the team that is travelling to Kenya to carry out the benchmarking exercise **(10 Marks).**