



**FACULTY OF BUSINESS MANAGEMENT
END OF SEMESTER EXAMINATIONS - APRIL 2025**

PROGRAMME: MBA

YEAR/SEM: YEAR 2/SEMESTER 1

COURSE CODE: MBA 852

NAME: TOTAL QUALITY MANAGEMENT

DATE: 2025-04-16

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 Attempt One question in section A. Marked out of 40 marks

Question 1:

The commitment from business executives is one of the key TQM implementation principles that make an organization successful. In fact, the organization commitment present in the senior organizational staff range from top to lower administration. These occur through self-driven motives, motivation and employee empowerment. Total Quality Management becomes achievable at Toyota through setting up the mission and vision statements, objectives, and organizational goals. In addition, the TQM is achievable via the course of active participation in the organizational follow up actions. These actions denote the entire activities needed and involved during the implementation of the set-out ideologies of the organization. From Toyota Corporation's report, TQM has been successful through the commitment of executive management and organizational workforce (Toyota Motor Corporation, 2012). The amalgamation of various innovations enables Toyota to have a strong competitive advantage despite the fact that Toyota never originated from all of them.

- a) Examine with reference to Toyota the importance of leadership in TQM (10 marks)
- b) Examine with reference to Toyota the importance of quality improvement in TQM (10 marks)
- c) Examine with reference to Toyota the importance of continuous process improvements in TQM (10 marks)
- d) Examine with reference to Toyota the importance of customer satisfaction in TQM (10 marks)

Section B Attempt three questions in section B. Marked out of a total of 60 marks. Therefore each question is out of 20 marks

Question 1:

- (a) Examine the general requirements of the quality award process (10 marks)
- (b) Discuss the key features of any one of the quality awards (10 marks).

Question 2:

Elaborate and where necessary illustrate the quality improvement tools you know and their benefits (20 marks)

Question 3:

Leadership is defined in the context of TQM as providing and driving the vision. It is a management approach of an organization concerned with quality based on the participation of all of its members aiming at long term success through customer satisfaction and benefits to all the members of the organization and to the society. React! (20 marks)

Question 4:

Compare and contrast the six strategies for continuous process improvements and come up with the best stratagem (20 MARKS).

Question 5:

- (a) Examine the multiplicity of meanings associated with the concept of quality (5 marks)
- (b) Examine the universal characteristics of Total Quality Management (5 marks)
- (c) Examine the importance of Total Quality Management to any organization (10 marks)

Question 6:

You are given an assignment by your organization to evaluate the attitudes and practices of the management towards providing leadership in the organization's quality aspirations. React! (20 MARKS)