INTERNATIONAL UNIVERSITY OF EAST AFRICA
'Learning to Succeed'

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:
TIME:

INSTRUCTIONS TO CANDIDATES:

SECTION A

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

Question 1:

Successful organizations have figured out that customer satisfaction has a direct impact on the bottom line. Creating an environment which supports a quality culture requires a structured, systematic process. The ISO 9000 family of standards has been developed to assist organizations, of all types and sizes, to implement and operate effective quality management systems. The steps to implementing a quality management system that will help to bring the process full circle are elaborate.

(a) Examine elaborately the steps to implementing a quality management system (20 marks)

(b) Discuss elaborately the details of a standard implementation plan (20 marks)

Question 2:

Quality award winning organizations have figured out that customer satisfaction has a direct impact on the bottom line. Creating an environment which supports a quality culture requires a structured, systematic process. The ISO 9000 family of standards has been developed to assist organizations, of all types and sizes, to implement and operate effective quality management systems. The steps to implementing a quality management system that will help to bring the process full circle are elaborate.

(a) Explain any quality awards existing in this country and the impact on our society (10 marks)

(b) Examine elaborately the steps to implementing a quality management system (20 marks)

(c) Discuss the benefits of quality awards (10 marks)

Question 3:

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)

Question 4:

Kansanga Chemical Company is a Ush. 250 million company that was founded in 1980. It manufactures and markets over 400 chemicals, fibers and plastics for 5,300 customers across the world. Kansanga products show up in a wide variety of consumer goods such as bottles, bread and other foods, coatings, flooring materials and window cleaners' aspirin, computer diskettes and hundreds more.

Meeting customer needs with high quality products and services has always been important to Kansanga Chemical Company. In the late 1990s, the company lost market share of a major productand begun searching for a new way of doing business in the year 2000 the company reviewed its focus on customers. Kansanga gradually developed its quality management values and processes. Along the way it used Baldrige Award Criteria for self-assessment and sought advice from quality management experts and Baldrige award winners. Today quality management principles and techniques are woven throughout the company's business activities. Teams are well established at Kansanga and are viewed by executives as the most effective means to execute the company quality strategy. There exists a network of interlocking teams led by virtually all employees in the team and quality improvement processes. Each team uses company's quality and anticipates of both internaland external customers to define key processes and measures and to continually improve.

Kansanga encourages innovation and provides structured way to link ideas or new products with corporate business plans. Through the Kansanga innovation process, a team of employees from various areas, such as manufacturing, sales, research and engineering shepherds a product idea from inception to market. Customer needs are considered early and then validated and revalidated. In 2002, Kansanga Chemical Company averaged 23 percent of sales from a new product commercialized within the last five years.

Required

a) Elucidate the critical elements of total quality management (TQM) in Kansanga Chemical Company (10 marks)

b) Kansanga Chemicals uses a network of Interlocking teams. Discuss meticulously the importance of teams in quality improvement process (10 marks)

c) Explain elaborately any five Total Quality Management principles that Kansanga Chemical Companycould be using showing how they can be enhanced. (10 marks)

d) As a TQM expert, advise coherently the management of Kansanga on the benefits of continuous process improvements critical to the success of TQM programmes. (10 marks)

Question 5:

Total Quality Management is a management philosophy that seeks to integrate all organizational functions (marketing, finance, design, engineering, and production, customer service, etc.) to focus on meeting customer needs and organizational objectives. TQM thus views an organization as a collection of processes. It maintains that organizations must strive to continuously improve these processes by incorporating the knowledge and experiences of all workers. The simple objective of TQM is “Do the right thing, right the first time, every time.”

Write short notes on the following related concepts:

(a) Continuous process improvement (10 marks)

(b) Customer focus (10 marks)

(c) Committed Leadership (10 marks)

(d) Employee involvement (10 marks)

Question 6:

1. In Ggaba, there has been a company called Ggaba Fruit Juice (GFJ) which produces fresh juice

that has been consumed 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.

i) As a student of Total Quality Management use the knowledge of the Ishikawa Diagram and explain to the Ggaba Juice Factory management and teams about the machine problems that may have caused the poor-quality effects (**10 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 (**10 Marks**)

iii) The identified cause of poor quality of the juice is about the process, explicate the problems cited in the processing of the Juice (**10 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).**

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) Explain succinctly the objectives of Total Quality Management (5 marks).

(b) A Writer on quality postulated that quality is the only issue for organizational survival. Discuss this statement in the light of the challenges facing contemporary organizations (15 marks).

Question 2:

(a) Explain the meaning of continuous process improvement (5 marks)

(b) Illustrate and explain the tools of continuous process improvement (15 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:

(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 5:

Discuss the requirements for effective leadership for Total Quality Management to be efficacious in your country (20 marks)

Question 6:

Human resource professionals generally agree that a major short coming of human resource programs is a failure to match employee talent with organizational effectiveness. Elucidate a strategy of empowerment through employee involvement in quality management (20marks).

Question 7:

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

Question 8:

(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 9:

(a) Explain succinctly the objectives of Total Quality Management (5 marks).

(b) A Writer on quality postulated that quality is the only issue for organizational survival. Discuss this statement in the light of the challenges facing contemporary organizations (15 marks).

Question 10:

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)

Question 11:

Discuss the functional work of employee involvement in an organization of your choice (20 MARKS).

Question 12:

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