INTERNATIONAL UNIVERSITY OF EAST AFRICA
'Learning to Succeed'

FACULTY OF BUSINESS MANAGEMENT

END OF SEMESTER EXAMINATIONS - DECEMBER 2025

PROGRAMME: MBA
YEAR/SEM: YEAR 2/SEMESTER 1
COURSE CODE: MBA 841
NAME: PROJECT QUALITY MANAGEMENT

DATE:
TIME:

INSTRUCTIONS TO CANDIDATES:

SECTION A

Section A is compulsory

Question 1:

Spiro Motorbikes and continuous improvement of the Motorbikes

Spiro is thinking about continuous improvement of all operations and activities is at the heart of TQM. The manager recognized that customer satisfaction can only be obtained by providing a high-quality product, continuous improvement of the quality of the product is seen as the only way to maintain a high level of customer satisfaction of spiro bikes. As well as recognizing the link between product quality and customer satisfaction, the management recognizes that TQM also recognizes that product quality is the result of process quality. As a result, there is a focus on continuous improvement of the spiro bikes company's processes. This will lead to an improvement in process quality. In turn this will lead to an improvement in product quality, and to an increase in customer satisfaction. Improvement cycles are encouraged for all the company's activities such as product development, use of EDM/PDM, and the way customer relationships are managed. This implies that all activities include measurement and monitoring of cycle time and responsiveness as a basis for seeking opportunities for improvement. Elimination of waste is a major component of the spiro bikes continuous improvement approach. This means that the workers and equipment have to be considered in the improvement of the quality of bikes. There is also a strong emphasis on prevention rather than detection, and an emphasis on quality at the design stage. The customer-driven approach helps to prevent errors and achieve defect-free production. When problems do occur within the product development process, they are generally discovered and resolved before they can get to the next internal customer.

a) a). Mention and explain the dimensions of the moto bikes quality from the company in the case above (**10 Marks**)

b) b). What will be the consequences of poor quality of the moto bikes to the company? (**10 Marks**)

c) c). In your analysis as a student of project quality management, what will be the benefits of having good quality bikes, to this company? (**10 Marks**)

d) d). Using your knowledge in Project quality management, how can workers and equipment lead to poor quality moto bikes? (**10 Marks**)

Question 2:

Quality costs - food and beverage stores chain in Kismaayo

A regional food and beverage stores chain in Kismaayo implemented a strategic Cost of Quality framework to address rising quality-related costs. The organization faced a 25% increase in customer complaints, the people who have been experiencing poverty and less money from the diaspora, a 15% decline in product quality ratings, and a 10% rise in operational costs due to inefficiencies and waste. Additionally, increasing competition and stringent regulatory requirements exacerbated the internal challenges. The primary objective was to deploy a structured Cost of Quality strategy to enhance product quality, reduce waste, and improve operational efficiency.

a). Explain the consequences of poor-quality products to the food and beverage store in Kismayo (**10 Marks**)

b). Using the Ishikawa knowledge that you have, explain how materials and environment factors can lead to poor quality Products in this store in Kismayo (**10 marks**)

c). With relevant examples, explain the importance of quality to this store in Kismaayo (**10 Marks**)

d). Explain how this store can empower its employees to improve the quality issues which are causing customer complaints (**10 Marks**)

SECTION B

Choose THREE questions from section B

Question 1:

The project manager of HALAL farm in Mogadishu has been threatening to leave the company because of the numerous skills problems to improve total Quality management.

As an expert of Project Quality management, explain with examples the key skills that must be developed for a TQM environment (**20 Marks**)

Question 2:

Oner juice company has realized that Benchmarking benefits in identifying, understanding and adapting outstanding practices and processes from organizations anywhere in the world in order to help companies to improve its performance.

As a student of project quality management, explain to the management of Oner the reasons for and the benefits of benchmarking (**20 Marks**)

Question 3:

Using the idea of Fishbone (Ishikawa Diagram), explain how companies can use suppliers of materials and materials to mitigate poor quality products (**20 Marks**)

Question 4:

Mohammed and Hassan started a project in Uganda, they decided to produce Cotton wool, they all studied project and product quality management. They have been arguing that since they are all in management, they cannot be involved in quality management. It is only the teams that must ensure the quality of the project and product.

Required

As a student of project Quality management help and explain to Mohammed and Hassan that leadership, management and Teams have a part to play in creating, and maintaining the Total quality environment in ensuring quality (**20 Marks**)

Question 5:

The five biggest companies in the East African Community economy have partnered with international university of East Africa to organize a workshop on project quality management. You have been chosen to be one of the key speakers

As one of the key speakers, prepare a good presentation on the Key Principles of TQM (**20 Marks**)

Question 6:

EAMAT company that has been producing mattresses and has been supplying its products to different businesses as in-process products. The new manager of this company has told employees that they need quantity first not quality. This has confused many employees in EAMAT company.

As a student of project quality management, explain to the new manager why companies like EAMAT need quality. (**20 Marks**)

Question 7:

There is a company that is opening in Galkayo in Somalia, this company is headed by Naasif Mohammed who did not study quality management. He has called for a meeting to discuss the dimensions of quality.

As an expert in quality management, explain to the participants the dimensions of quality that must be discussed in this meeting. Give concrete examples (**20Marks**)

Question 8:

MTN and Airtel are two big companies in the East African Community, they have been providing services in the telecommunications for individuals and companies. Other small companies have not increased their market share probably because they have failed to know the dimensions of quality for services.

As a consultant who has been hired by one of the small companies, write an essay showing the dimensions of quality for services. Give examples using

the telecommunications sector. (**20 Marks**)

Question 9:

The fishbone diagram (Ishikawa) has been used to explain the cause and effect of quality in a pineapple juice making company.

You are the quality manager in this company and you have organized a training, explain how the components of the Ishikawa can cause poor-quality pineapple juice. Use primary and secondary causes. (**20 Marks**)

Question 10:

In a workshop organized by IUEA on "Cost of poor quality for Uganda Manufacturing association" members, you have been selected to present a paper on Cost of poor quality.

Make a clear explanation on the internal and external failure costs which the Uganda manufacturing Association must take care of. (**20 Marks**)

Question 11:

Customers have heard that Chicken tonite has decided to do its business the way Café Javas does its business and they want to go and benchmark in Café Javas before Christmas.

As a student of project quality management, explain the key factors for success of this benchmarking for chicken tonite and the benefits that Chicken tonite will achieve. (**20 Marks**)

Question 12:

Kansanga Food Store has established a quality assurance department for the process of verifying whether products or services meet customer's expectations or not.

You are the departmental manager, explain to the team in the department the responsibilities of the Quality Assurance Department in KFS (**20 Marks**)