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 852
NAME: TOTAL QUALITY MANAGEMENT

DATE:
TIME:

INSTRUCTIONS TO CANDIDATES:

SECTION A

Section. A is Compulsory (40 MARKS)

Question 1:

Case study: Guest Experience

SEREMA: The name alone evokes images of luxury and quality. As the first hotel Company to win the National Quality Award in 2025, SEREMA treats quality as if it is the heartbeat of the Company. This means a daily commitment to meeting customer expectations and making sure that each hotel service offered is free of any deficiency. In the hotel industry, quality can be hard to quantify. Guests do not purchase a product when they stay at the SEREMA: they buy experience. Thus, creating the right combination of elements to make the experience stand out the challenge and the goal of every employee right from top management. Before applying for the National Quality Award, Company management undertook a rigorous self-examination of operations in an attempt to measure and quantify quality. Nineteen processes were studied including room service delivery, guest reservation and registration, message delivery and breakfast service. This period of self-study included statistical measurement of process work flows and cycle times for areas ranging from room service delivery times and reservations valet parking and housekeeping efficiency. The results were used to develop performance benchmarks against which future activity could be measured.

With specific and quantifiable targets in place, SEREMA managers and employees now focus on continuous improvement. The goal is 100% customer satisfaction: if a guest’s experience does not meet

expectations, SEREMA risks losing that guest to a competitor. One way the Company has put more meaning behind its quality efforts is to organize its employees into a system of “self –directed” work teams. Employee teams determine work schedules, what work needs to be done and what to do about quality problems in their own areas. In order that they can see the relationship of their specific area to the overall goals, employees are also given the opportunity to take additional training in hotel operations. SEREMA believes that a more educated and informed an employee is in a better position to make decisions in the best interest of organization.

i) Discuss the quality problems at SEREMA (10 marks)

ii) In relation to the above case study, critically examine how SEREMA could have made its success possible in achieving quality. (10 marks)

iii) Discuss the various actions that you might expect from SEREMA that is intended towards making quality a reality more than a slogan. (10 marks)

iv) Examine the cost of quality that management at SEREMA need to address and what models would you apply (10 marks)

Question 2:

Case-Study Scenario

A mid-sized manufacturing company in Kampala produces metal-sheet components for local appliance manufacturers. Over the past six months, the defect rate (components outside specification) has risen from 2% to 5%. Customer complaints about dimensional

inaccuracy and surface defects have increased. Production managers have identified that the stamping press and the downstream finishing line are experiencing higher variability. The team wants to reduce the defect rate back below 2% within the next quarter, while ensuring the process remains stable and scalable for future growth.

Questions

a) Use the DMAIC framework to map out how you would approach solving this defect-rate problem. For each phase (Define, Measure, Analyze, Improve, Control) specify what key activities, data, tools and deliverables you would use in this context. (10 marks)

b) Use the PDCA cycle to outline how you might implement a continuous-improvement loop for this manufacturing line. For each step (Plan, Do, Check, Act) list what you would do and how it fits the ongoing process improvement. (10 marks)

c) Compare when it would be more appropriate to use DMAIC versus PDCA in this scenario. What are the advantages and limitations of each method in this context? (10 marks)

d) Suppose the team finds that the root cause of the defect increase is subtle variation in the stamping press die clearance leading to mis-dimensions, and occasionally inconsistent finishing line operator settings. Propose specific improvement actions, and then propose how you would embed control mechanisms to sustain the improvement. (10 marks)

SECTION B

Answer any THREE Questions

Question 1:

A manufacturing plant uses Six-Sigma tools but has not involved frontline workers in quality circles or Kaizen teams. How do you integrate TQM's workforce involvement with data-driven methods? (20 marks)

Question 2:

A firm has achieved ISO 9001 certification but still suffers customer complaints. How do you move beyond compliance to full TQM culture? (20 marks)

Question 3:

A company's quality index (internal KPI) has improved but customer satisfaction remains flat. How do you investigate this disconnect and apply TQM? (20 marks)

Question 4:

A firm's leadership changes and new CEO wants to shift focus away from quality to growth. How do you safeguard the TQM initiative, maintain culture, and demonstrate value? (20 marks)

Question 5:

A public-sector organisation (government department) wants to adopt TQM. What are the unique challenges in non-manufacturing/service environment and how would you apply TQM? (20 marks)

Question 6:

A start-up wants to build quality from day one but lacks formal structure. How do you suggest a lightweight TQM framework appropriate for early-stage organisation? (20 marks)

Question 7:

a)Explain the origin of Hoshin Kanri, including how Yoji Akao contributed toits development. (10 marks)
b) Compare and contrast Hoshin Kanri with traditional strategic planning methods. What distinguishes Hoshin in terms of alignment, deployment, and review? (10 marks)

Question 8:

a) Critically assess the limitations of the 5S model. In what contexts might 5S be insufficient to address deeper quality issues? (10 marks)
b) Compare 5S with other organizational quality models. When is 5S most appropriate, and when should organizations move beyond it? (10 marks)

Question 9:

a) How can the company make quality culture a self-reinforcing system so that it sustains beyond the consultant's intervention? (10 marks)

b) Critically discuss how organizational culture theory helps us understand the challenges of quality management. Which cultural dimensions are particularly relevant in the quality context? (10 marks)

Question 10:

A product recall occurs due to a design flaw. Using TQM, how do you analyse the failure, engage stakeholders, revise processes, and prevent recurrence? (20 marks)

Question 11:

A global firm is expanding operations into a new country. Quality standards vary widely across locations. How do you apply TQM to ensure consistent global quality? (20 marks)

Question 12:

Scenario: Applying 5S in a Manufacturing Company

GreenFab Industries is a medium-sized metal-parts manufacturer in Kampala. Recently, they have experienced quality problems: tooling is often missing or disorganized, inspection areas are cluttered, and rework due to wrong parts or misplaced tools is increasing. There's also an issue with workplace safety: workers trip over materials left on floors, and parts are stacked haphazardly.

The plant quality manager proposes implementing the **5S methodology** to improve workplace organization, reduce waste, improve quality, and build a more disciplined shop floor environment. Management has agreed to run a pilot in the stamping section (where they press sheet metal), and if successful, will roll 5S out to all departments.

Required

a) After successful pilot implementation in the stamping section, how would you scale 5S across the plant? Describe a rollout strategy (10 marks)

b) How would you embed 5S as part of a continuous improvement culture at the plant? (10 marks)