



**JARAMOGI OGINGA ODINGA UNIVERSITY OF SCIENCE AND TECHNOLOGY
SCHOOL OF BUSINESS & ECONOMICS
UNIVERSITY EXAMINATION FOR THE DEGREE OF BACHELOR OF BUSINESS
ADMINISTRATION WITH IT
4TH YEAR 1ST SEMESTER 2018/2019 ACADEMIC YEAR
KISHI CAMPUS-PART TIME**

COURSE CODE: ABA 418

COURSE TITLE: TOTAL QUALITY MANAGEMENT

EXAM VENUE:

STREAM: (BBA)

DATE:

EXAM SESSION:

TIME: 2 HOURS

Instructions:

- 1. Answer Question ONE (COMPULSORY) and ANY other 2 questions**
- 2. Candidates are advised not to write on the question paper.**
- 3. Candidates must hand in their answer booklets to the invigilator while in the examination room.**

Question one

Eagles nest company is a limited business that has been manufacturing cooking oil since 1960, 's previously the company used to collect data on quality. Productivity, customer complaints, scrap, order quantities and delays in shipment. After every two weeks, the analyzed key performance indicators (kpi's) were discussed by management to help improve company's performance.

The company used to adhere to products standards and specifications through stringent quality control procedures and activities. This has changed over the last five years due to among others, adoption of negative quality culture, low morale /motivation among the employees and lack of quality commitment. The quality of company's products and services has been declining; customer complaints are not handled promptly and the company has lost its competitiveness.

Most employees have a negative attitude towards work which has reduced company's productive and efficiency. Management is no longer offering leadership in continuously satisfying customer needs. Their beliefs that "customer is king" of the business is fading.

Required;

- a) Identify the probable causes of quality problems facing the company. (10 marks)
- b) Advice the company on how to address the quality issues. (10 marks)
- c) Explain how the customer "is the king" of any performing organization. (10 marks)

Question 2

- a) Discuss the principles of continuous improvement (Kaizen) and Employee Empowerment and their relevance in promoting quality in a service organization like JOOUST. (10 marks)
- b) Discuss Crosby's cost of quality concepts (10 marks)

Question 3

- a) Discuss with any relevant examples how Deming's principles can help a business entity achieve competitive advantage (15mks)
- b) How does a business entity ensure zero defects (5mks)

Question four

- a) Explain the similarities and differences of the following main contributions of TQM
 - i) Joseph m. Juran. (5marks)
 - ii) Edward Deming (5 marks)
- b) Explain by giving examples of five levels of maturity in quality management maturity grid. (10 marks)

Question five

- a) JOOUST is planning to purchase computers for the newly launched computer lab. The senior Procurement officer has approached you to help in sourcing the best computer

models .What quality characteristics would you advice the manager to look for when selecting the supplier? (16 mks).

b) Explain two techniques an organization can apply to Analyze Quality Costs. (4 marks)