



The Co-operative University of Kenya

END OF SEMESTER EXAMINATION MAY 2022
EXAMINATION FOR THE DEGREE OF BACHELOR OF
COMMERCE (YR 3 SEM II)
UNIT CODE: BENT 3206
UNIT TITLE: TOTAL QUALITY MANAGEMENT

DATE: _____

TIME: 3.00 PM – 5.00 PM

Instructions:

1. This paper contains five questions
 2. Answer question ONE (compulsory) and any other TWO questions
 3. The use of appropriate examples / illustrations is encouraged
 4. Do not write on the question paper
 5. Quality beats quantity
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Question One

BENT Limited company has specialized in producing detergents. It has not been performing well as compared to their competitors. After commissioning a market intelligence survey it was ascertained that their main competitors have embraced total quality management. In order to compete effectively, the top management of the company has approached you as an expert on total quality management for advice.

- a) Briefly explain any five benefits BENT Limited company will enjoy by embracing total quality management. (10 marks)
- b) Discuss the principles that BENT Limited company must emphasize on during the implementation of total quality management program. (10 marks)
- c) What quality management tools can you use to diagnose the sources / contributors of a firm's failures in quality management (10 marks)

Question Two

- a) Any serious effort to address quality must begin with a clear understanding of the various dimensions of quality. As an expert in quality management, discuss the dimensions that customers use to judge the quality of a product. (10 marks)
- b) There are various costs associated to quality. Using a product of your choice, discuss the various classifications of quality costs, clearly giving examples and indicating the implications of not incurring these costs. (10 marks)

Question Three

- a) Unlike in the past, organizations are looking for quality leaders and not managers. Explain ten points how leadership / top management should demonstrate commitment to total quality management. (10, marks)
- b) Identify an organization of your choice. Discuss how the organization can use any five key principles/contributions of W.E Deming to continuously improve. (10 marks)

Question Four

- a) The historical background of quality management can be traced back as far as 1400 BC. Outline the key milestones, pioneers and result of this journey. (15 marks)
- b) Why is it necessary that top management be committed as a prerequisite to benchmarking? (5 marks)

Question Five

- a) Identifying customer satisfaction especially the external customer is more difficult and challenging. However as an expert of total quality management, discuss different methods that may be used to identify customer satisfaction in the context of an industry of your choice. (10 marks)
- b) Discuss the factors for successful implementation of Six-sigma as a business process, which aims to reduce organizational inefficiencies and achieve defect free processes and products. (10 marks)