



(University of Choice)

**MASINDE MULIRO UNIVERSITY OF SCIENCE AND  
TECHNOLOGY (MMUST)**

**UNIVERSITY EXAMINATIONS  
2021/2022 ACADEMIC YEAR  
FIRST YEAR SECOND SEMESTER MAIN EXAMINATIONS  
FOR THE DEGREE  
OF  
BACHELOR OF COMMERCE**

**COURSE CODE: BCB 105**

**COURSE TITLE: QUALITY MANAGEMENT**

**DATE: FRIDAY, 29<sup>TH</sup> JULY 2022**

**TIME: 2:00 – 4:00PM**

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**INSTRUCTIONS TO CANDIDATES**

- 1. ANSWER QUESTION ONE AND ANY OTHER TWO QUESTIONS**
- 2. DO NOT WRITE ANYTHING ON THE QUESTION PAPER**

**TIME: 2 HOURS**

**MMUST observes ZERO tolerance to examination cheating** ►

This Paper Consists of 2 Printed Pages. Please Turn Over.

## QUESTION ONE

Quality management is a recent phenomenon but important for an organization. Civilizations that supported the arts and crafts allowed clients to choose goods meeting higher quality standards rather than normal goods. In societies where arts and crafts are the responsibility of master craftsmen or artists, these masters would lead their studios and train and supervise others. The importance of craftsmen diminished as mass production and repetitive work practices were instituted. The aim was to produce large numbers of the same goods. The first proponent in the US for this approach was Eli Whitney who proposed (interchangeable) parts manufacture for muskets, hence producing the identical components and creating a musket assembly line. The next step forward was promoted by several people including Frederick Winslow Taylor, a mechanical engineer who sought to improve industrial efficiency. He is sometimes called "the father of scientific management." He was one of the intellectual leaders of the Efficiency Movement and part of his approach laid a further foundation for quality management, including aspects like standardization and adopting improved practices. Henry Ford was also important in bringing process and quality management practices into operation in his assembly lines. In Germany, Karl Friedrich Benz, often called the inventor of the motor car, was pursuing similar assembly and production practices, although real mass production was properly initiated in Volkswagen after World War II. From this period onwards, North American companies focused predominantly upon production against lower cost with increased efficiency.

Walter A. Shewhart made a major step in the evolution towards quality management by creating a method for quality control for production, using statistical methods, first proposed in 1924. This became the foundation for his ongoing work on statistical quality control. W. Edwards Deming later applied statistical process control methods in the United States during World War II, thereby successfully improving quality in the manufacture of munitions and other strategically important products.

Required:

- (a) In what ways did civilization lay a cornerstone for quality management? (5mks)
- (b) Briefly explain Eli whitneys contributions towards Quality management as per the case study. (5mks)
- (c) How did the North American companies initiate the notion of Quality Management in their work? (5mks)
- (d) Suggest FIVE reasons as to why Winslow Taylor is perceived to be the ``father of scientific management``? (10mks)
- (e) In your own opinin, is Total Quality management philosophy important in modern organisations? (5mks)

## QUESTION TWO

- (a) State and explain any FIVE tools employed in Quality Management Measurement in modern organization.
- (b) Explain the importance of Business Process Reengineering. (10mks)

### QUESTION THREE

- (a) Masinde Muliro university currently brags of lecturers who are committed to quality philosophy in the delivery of their mandate. Suggest some of the factors that could govern quality in a university environment. (10mks)
- (b) Clearly demonstrate how communication enhancement may improve quality in terms of product production and service delivery. (10mks)

### QUESTION FOUR

- (a) Phillip Crosby is an important contributor in Quality Management Discipline. Clearly explain any FIVE contributions He advanced in the study of Quality Management. (10mks)
- (b) What are the key indicators that may demonstrate that an organisations embraces customer satisfaction in its core values? (10mks)

### QUESTION FIVE

- (a) An important aspect in Quality Management is having suppliers who are reliable and efficient in their work. Provide some of the characteristics of such suppliers. (10mks)
- (b) Briefly explain some of the Benchmarking Strategies that can be used in enhancement of Quality Management. (10mks)

