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(*University of Choice*)

MASINDE MULIRO UNIVERSITY OF SCIENCE AND TECHNOLOGY

(MMUST)

UNIVERSITY MAIN EXAMINATIONS

2023/2024 ACADEMIC YEAR

FIRST YEAR FIRST SEMESTER EXAMINATION

FOR THE DEGREE

OF

BACHELOR OF COMMERCE

COURSE CODE: BCB 115

COURSE TITLE: QUALITY MANAGEMENT

DATE: MONDAY, 18TH /12/2023 **TIME:** 12:00 – 2:00PM

INSTRUCTIONS TO CANDIDATES
*Answer question **ONE** and any other **TWO** questions*

TIME: **2 HOURS**

MMUST observes ZERO tolerance to examination cheating

This Paper Consists of 3 Printed Pages. Please Turn Over.

QUESTION ONE (COMPULSORY 30 MARKS)

Two supermarkets S1 and S2 adjacent to each other compete for customers. Last year, the supermarket S1 had more customers with profit margins rising continuously than the supermarket S2. However, in the current year, survey shows that S2 has taken the lead over S1 in terms of customer attraction and the profit margins. The two supermarkets sell similar commodities and mostly household items that include consumables such as food stuff. Both the supermarkets have employed qualified personnel and operate same length of time. The supermarket S1 has employed a new manager, who seeks advice from you on how to reverse the deteriorating business situation and to realize growth. On his survey report, he reveals that the customers have complained of poor quality services. You have trained as a quality management graduate.

Required:

a) Define what quality service is and how it can be achieved by both the supermarkets S1 and S2 (6 mks).
b) Explain how total quality management can benefit both the supermarkets S1 and S2 (6marks).
c) Explain how business re-engineering can be used to reverse the deteriorating situation happening in the supermarket S1 (6 marks).
d) Explain six examples of performance management tools that can be used in both S1 and S2 (6marks).
e) How is quality circle useful in the deteriorating situation of the supermarket S1? (6 marks).

QUESTION TWO (20 MARKS).

You have been appointed as an executive manager of a manufacturing industry in a competitive business environment, where several other industries exist. Discuss how you would ensure your industry is favorably competing for survival on the business market platform, based on the following aspects:

a) Components of quality management (10 marks).
b) Strategies to enhance customer satisfaction (10 marks).

QUESTION THREE (20 MARKS).

a) Outline how you could apply Dr. Edward Deming's philosophy of quality management if you were head of department that collects wastes in County Government of Kakamega, given that your department consists of several sub sections.(10 marks).

b) Define the term "change management process" as used in quality management and briefly explain what it entails (10 marks).

QUESTION FOUR (20 MARKS).

a) Explain why Failure Mode and Effect Analysis (FMEA) process is important in quality management (10 marks).

b) A survey has shown most road construction projects in rural countries failed because of incompetent road construction supervisors. Explain how total quality management (TQM) principles when put into practice could reduce such failures.(10 marks).

QUESTION FIVE (20 MARKS).

a) The characteristics of most effective quality teams include a combination technical and interpersonal expertise. Outline the skills necessary for such team members (10 marks).

b) Research has shown that despite total quality management (TQM) being a continuous effort by all members of an organization towards customers' satisfaction, TQM is not easily and holistically achieved by most organizations. Explain (10 marks).