



# MACHAKOS UNIVERSITY

University Examinations for 2019/2020 Academic Year

SCHOOL OF BUSINESS AND ECONOMICS

DEPARTMENT OF BUSINESS ADMINISTRATION

THIRD YEAR SECOND SEMESTER EXAMINATION FOR

BACHELOR OF .....

ECU 302: INNOVATION AND ENTREPRENEURSHIP

DATE:

TIME:

---

## INSTRUCTIONS:

Answer Question one and any other two Questions.

### QUESTION ONE (30 MARKS)

#### **Reducing Advertisement Processing Time**

The newspaper closed its window for booking advertisements at 4 p.m. every day. However, many of the newspaper's advertisers expressed that they would be delighted if this limit could be extended to 5 p.m., as they were not able to send advertisement materials on time for the 4 p.m. deadline.

The TQM leaders formed a team consisting of representatives from each link in the ad-processing chain of work. The team attended a two-day quality-mindset program to expose them to the concepts of TQM and also to open their minds about experimenting with change. The team also learned that quality in the total quality management (TQM) method is defined as customer delight. Customers are delighted when their needs are met or exceeded. The needs of the customer are: Product quality, Delivery quality, Service quality, Cost value.

Improving customer service was the focus within the deployment of TQM in a mid-sized newspaper in India. Companies that invested in customer needs identification improved in performance and were able to minimize on product cost.

## Required

- a) Customers are considered to be “King or Queen” by organizations that implement total quality management.
- i) Analyze the importance of understanding customer perceptions and needs (6 marks)
  - ii) Advise an organization on eight methods to use when handling customer complaints. (8 marks)
- b) Analyze six different obstacles to Quality implementation. (6 marks)
- c) Quality implementation is a process that influences product cost. Discuss three types of quality costs and explain how they can be prevented. (10 marks)

## QUESTION TWO (15 MARKS)

- a) Bench marking is a process, discuss reasons for planning before carrying out bench marking. (7 marks)
- b) Analyze reasons five why organizations document quality management systems procedures. (8 marks)

## QUESTION THREE (15 MARKS)

- a) Quality management systems implementation enables organizations to set coordinated activities that direct and control the organization. Discuss the eight principles that guide in the implementation of quality management system. (8 marks)
- b) When a product or services surpasses customer expectations it is considered to be quality. Analyze seven dimensions of quality. (7 marks)

## QUESTION FOUR (15 MARKS)

- a) Several quality gurus have contributed to the concept of quality management. Discuss the contributions of Demming’s to the concept of total quality management (8 marks)
- b) ISO certification promotes international standards for quality. Analyze the benefits of ISO 90001 certification. (7 marks)

## QUESTION FIVE (15 MARKS)

- a) Organizational leadership contributes to the success of total quality management implementation. Discuss eight roles of TQM leaders (10 marks)

- b) Motivation of employees is one of the tools used by organizations to improve on quality.  
Discuss five methods of motivating employees (5 marks)