



MACHAKOS UNIVERSITY

University Examinations for 2022/2023 Academic Year

**SCHOOL OF BUSINESS, ECONOMICS AND HOSPITALITY AND TOURISM
MANAGEMENT**

DEPARTMENT OF BUSINESS ADMINISTRATION AND FINANCE

FOURTH YEAR SEMESTER EXAMINATION FOR

BACHELOR OF COMMERCE

BBA 410: TOTAL QUALITY MANAGEMENT

DATE:

TIME:

INSTRUCTIONS: Answer Question ONE and any other TWO Questions

QUESTION ONE (COMPULSORY) (30 MARKS)

Read the case below and answer question one.

FOREX MILK COMPANY

Forex Company has been in operation for the last five years processing milk and distributing milk products within Western Region Kenya. With increasing competition in the market, the management decided to introduce Total Quality Management (TQM) to improve performance in the processing department only. The manager manufacturing department got a lot of support from the members of staff and also management. Good improvement on the quality of the products was observed but customer continued to complain due to poor customer service experienced in the other departments. The manager processing department requested the management to introduce TQM in the entire organization for the company to position itself and remain competitive in the market. His request was accepted and TQM was introduced in the other departments i.e Marketing, Finance and Accounting, Human resource management, Logistic and Public relations department. Most of the staff members tried to resist the new change because new policies and procedures were introduced to guide the implementation. The new changes affected operations of all the departments, as management focused on quality service at all levels. A consultant was brought on board to assist staff to cope with the new changes. The consultant advised on staff training which was expensive for the management, but they agreed to have all the departmental heads and section heads to be trained. However, during implementation all appreciated that the training was important having had a big number of staff trained. TQM Leaders were appointed at every department and a senior staff who was the overall. The team was taken to a benchmarking exercise in two of milk processing companies that had successfully implemented TQM. Top Management also

participated in the benchmarking exercise. Forex Management decided to lead in the implementation of TQM and in two years TQM changed the way of doing things in Forex company. Quality customer service was experienced in all department and the company maged improved.

Required:

- a) Discuss five reasons why the Management should lead in TQM implementation. (5 marks)
- b) Based on the above case study, analyze five challenges faced by organizations in implementing TQM. (5 marks)
- c) “Customer focus is one of the principles of TQM”, Explain the importance of quality customer service at all levels of an organization in TQM implementation. (6 marks)
- d) Benchmarking exercise plays an important role in TQM implementation. Assume you are the one to lead the above benchmarking exercise, and address the following; -
 - i) Prepare a benchmarking plan and outline five activities of importance to consider in exercise. (10 marks)
 - ii) Analyze challenges likely to be faced when carrying out the benchmarking exercise. (4 marks)

QUESTION TWO (20 MARKS)

- a) TQM Performance measurement is a process. Discuss four areas to measure when implementing TOM. (8 marks)
- b) Explain five reasons why organizations should carry out performance measures. (5 marks)
- c) Critic five dimensions of quality. (8 marks)

QUESTION THREE (20MARKS)

- a) Discuss five consequences of quality costs to organization. (10 marks)
- b) “Human resource involvement is one of the principles of TQM”, Argue for and against the statement. (10 marks)

QUESTION FOUR (20 MARKS)

- a) As a TQM consultant of one of the institutions that have implemented TQM; Analyze five principles of TQM and the importance of each to the best TQM practices. (10 marks)
- b) Zooy company has been facing TQM implementation challenges. As a business consultant, advice the Zooy Management on how to utilize the benefits of TQM to improve performance. (10 marks)

QUESTION FIVE (20 MARKS)

- a) Service delivery is key to business success. Discuss five benefits of analyzing customer feedback and five challenges faced in obtaining the feedback reports. (12 marks)
- b) Analyze five core concepts of continuous improvement. (8 marks)

