



MACHAKOS UNIVERSITY COLLEGE

**(A Constituent College of Kenyatta University)
University Examinations for 2015/2016 Academic Year**

SCHOOL OF BUSINESS AND ECONOMICS

**DEPARTMENT OF BUSINESS ENTREPRENEURSHIP AND MANAGEMENT
SCIENCES**

**SECOND SEMESTER EXAMINATION FOR DEGREE IN BACHELOR OF
COMMERCE (HUMAN RESOURCE MANAGEMENT)**

BBA 410: TOTAL QUALITY MANAGEMENT

Date: 1/8/2016

Time: 11:00 – 1:00 PM

INSTRUCTIONS

Answer Question One and any Other Two Questions

QUESTION ONE

TOMMY CHEMICAL COMPANY

Tommy Chemical Company is a Kshs. 50 million company that was founded in 1980. It manufactures and markets over 400 chemicals, fibres and plastics for 5,300 customers across the world. Tommy products show up in a wide variety of consumer goods such as bottles, bread and other foods, coatings, flooring materials and window cleaners' aspirin, computer diskettes and hundreds more.

Meeting customer needs with high quality products and services has always been important to Tommy Chemical Company. In the late 1990s, the company lost market share of a major product and begun searching for a new way of doing business. In the year 2000 the company reviewed its focus on customers. Tommy gradually developed its quality management values and processes. Along the way it used Baldrige Award Criteria for self-assessment and sought advice

from quality management experts and Baldrige award winners. Today quality management principles and techniques are woven throughout the company's business activities. Teams are well established at Tommy and are viewed by executives as the most effective means to execute the company quality strategy. There exists a network of interlocking teams led by virtually all employees in the team and quality improvement processes. Each team uses company's quality and anticipates of both internal and external customers to define key processes and measures and to continually improve.

Tommy encourages innovation and provides structured way to link ideas or new products with corporate business plans. Through the Tommy innovation process, a team of employees from various areas, such as manufacturing, sales, research and engineering shepherds a product idea from inception to market. Customer needs are considered early and then validated and revalidated. In 2002, Tommy Chemical Company averaged 23 percent of sales from a new product commercialized within the last five years.

Required

- a) Identify the elements of total quality management (TQM) in Tommy Chemical Company (5 marks)
- b) Tommy Chemicals uses a network of Interlocking teams. Discuss the importance of teams in quality improvement process (5 marks)
- c) Explain any five Total Quality Management principles that Tommy Chemical Company could be using showing how they can be enhanced. (10 marks)
- d) As a TQM expert analyse to the management of Tommy on any five human resource management policies and practices that are critical to the success of TQM programmes. (10 marks)

QUESTION TWO

- a) As a Quality Assurance Director in your organization, explain to your team the key stages that should be followed when implementing a Business Process Re-engineering (BPR) programme according to Hammer and Champy (1993). (12 marks)
- b) Argue for and against Business process Re-engineering (5 marks)
- c) Giving appropriate examples, analyse any three types of benchmarking (3 marks)
- d)

QUESTION THREE

- a) The main issue in building customer satisfaction is to acquire satisfied customers.
Discuss any six methods that can be used to identify customer satisfaction. (9 marks)
- b) Explain any five determinants of product quality (6 marks)
- c) Outline the importance of using quality circles in quality improvement initiatives
(5 marks)

QUESTION FOUR

- a) Giving appropriate examples analyse any four the perspectives of quality according to Garvin (1984) (6 marks)
- b) Discuss the categories of quality costs and state two types of cost in each category
(6 marks)
- c) A newly established firm is planning to implement a total quality process and approaches you for advice. Explain to them the steps that they should follow to successfully implement the programme (8 marks)