



MAASAI MARA UNIVERSITY
REGULAR UNIVERSITY EXAMINATIONS
2022/2023 ACADEMIC YEAR
FIRST YEAR SECOND SEMESTER

SCHOOL OF BUSINESS AND ECONOMICS
MASTER OF BUSINESS ADMINISTRATION

COURSE CODE: MBA 8238
COURSE TITLE: PROJECT QUALITY AND RISK
MANAGEMENT

DATE: 14TH DECEMBER, 2022

TIME: 1430-1630

INSTRUCTIONS TO CANDIDATE

Answer Question **ONE** and any other **TWO**

QUESTION ONE

THE INTERGRATION OF QUALITY CONCEPT

As Companies have grasped the various modern views of quality management, many have failed to see the connections. The internal and external advocates have so successfully sold the specialties, that many companies have fragmented their approach to business excellence. We can now see within the same organization customer service departments, Quality improvement departments, quality assurance departments, reliability departments, re-engineering departments, and quality control departments – and even more creatively titled organizations.

But as companies refocused on business results, they soon found that there are three priorities: customers, costs and cycle times. They quickly began to find that many of the various quality methods were closely interrelated. They also began to understand how much more powerful these methods were used together rather than singularly.

One of the most powerful combinations is the integration of new information technologies with the idea of customer focus, re-engineering and cycle-time reduction. Some Companies are now engaged in “mass customization” versus mass production. An example is the recent work by Levi’s in the United States to try to increase their market share of women ‘s jeans. Using new information technologies, they can now offer custom fitting in 2400 sizes and a wide range of styles and colors. Measurements are made in the store using specially-designed jeans with built-in tape measures. The clerk uses a touch screen computer to transmit the order directly to the factory for production and shipment.

Required:-

- a) Describe any six concepts from the above case study that define quality performance. **(12marks)**

b) Explain how Levi jeans has applied the 4P's-3C's model in sustaining its business. **(14 marks)**

c) If you are the quality improvement team leader at Levi's Jeans, what performance matrix would you introduce to enhance customer satisfaction. **(4 marks)**

QUESTION TWO

Covid-19 has exposed the rot in our health system. The government is implementing various health related projects aimed at managing the situation. You have been given the task of designing project risk management system for the projects. Discuss the key aspects that you will put into consideration in your system.

(15marks).

QUESTION THREE

Faustine intends to drill a borehole at a school. Advise her on the processes of carrying out Quantitative Risk Analysis **(15mks)**

QUESTION FOUR

You have been appointed a consultant for new and emerging projects namely data migration, website design and E-Business. Explain what the risks would be in these projects and explain the various Risk Response Strategies that may be developed to reduce threats to these projects. **(15 mks)**

QUESTION FIVE

Risk monitoring and control is an active process that requires participation from the project manager, the project team, key stakeholders, and, in particular, risk owners within the project. Explain why such a multi-pronged approach was necessary. **(15 marks)**

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