



# **MAASAI MARA UNIVERSITY**

**REGULAR UNIVERSITY EXAMINATIONS  
2018/2019 ACADEMIC YEAR  
FOURTH YEAR SECOND SEMESTER**

**SCHOOL OF BUSINESS & ECONOMICS  
BACHELOR OF BUSINESS MANAGEMENT**

**COURSE CODE: BBM 465  
COURSE TITLE: TOTAL QUALITY  
MANAGEMENT**

**DATE: 15<sup>TH</sup> APRIL 2019  
-10.30AM**

**TIME: 8.30AM**

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**INSTRUCTION TO CANDIDATES**

***ANSWER QUESTION ONE and ANY other THREE***

*PLEASE TURN OVER*



## **QUESTION ONE**

### **THE PERFECTION OF PROCESSING AT JFD LTD**

Jain fashionable designers is a medium sized firm in Kenya located in Thika that designs and sells variety of body and foot wears. The company was founded in 1964 by Mr. Jain, a settler, and since his death, has been managed by family. Its profit and revenue doubled in the 1970s to Ksh 18 million and tripled in the 1990s. However, in the early 2000, the company witnessed declined sales and revenue and managers sensed the begging of the problems.

In a meeting of directors, the production director sought to know the reason why the company's sales and profitability declined and yet the company had invested so heavily on research and development. "Such investment enabled the firm to produce foot wears that if sold would last six years under use." Commented the production director.

In addition, all efforts were made by the company to carry out through house keeping, preventive maintenance, product handling, control charting, quality auditing and testing all of which were regarded by management as means to an end: a stable and error- free production and design process. Variability was tightly controlled and, whenever possible, eliminated. In that respect workers were less predictable than machines. Problems were especially likely on the first job assignments, where inexperience could lead easily to inadvertent mistakes. Training was therefore extensive. In addition, all company's plants in the industry assigned new employees to existing teams of experienced workers or else paired them with supervisors. The teams, and not the new employees themselves, were held responsible for the

quality of out put. Only after new workers had demonstrated their competence were they permitted to work independently.

**Required:**

a) Explain quality related reasons why the company profit and revenue may have tripled in the 1990s and why it may have declined in 2000.

(8 mrks)

b) What quality definition mistake is the production manager making?

(4 mrks)

c) What measures can the marketing and sales manager put in place to correct the wrong assumption the company is using to define? (6 mrks)

d) The human resource department contributed to quality improvement in the JFD Ltd. Explain these contributions. (7 mrks)

**QUESTION TWO**

a) Joseph Juran defined quality as fitness for use. Comment on the components premise of this definition. (8 mrks)

b) There is no corner of the organization that can be regarded as quality cost. Explain (7 mrks)

**QUESTION THREE**

Polunga Bridge International is in the process of being ISO 9003:2015 certified. As a Quality Systems expert, you have been contracted to spearhead the process. Discuss the issues that you

would address in this endeavour to have Polunga get the certification (15mrks)

#### **QUESTION FOUR**

- a) Once an organization embarks on TQM, there are obstacles to successful implementation. Discuss. (7mrks)
- b) Explain the critical elements of a good performance measurement system (8mrks)

#### **QUESTION FIVE**

Using specific examples, explain how an organization can use TQM to gain competitive advantage. (15 marks).

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