



UNIVERSITY EXAMINATIONS: 2013/2014

EXAMINATION FOR THE MASTERS OF SCIENCE (MSC) IN COMMERCE

PSM 507 QUALITY MANAGEMENT SYSTEMS (EVENING)

DATE: APRIL, 2014

TIME: 3 HOURS

INSTRUCTIONS: Answer Question One and Any Other Three Questions

QUESTION ONE

Read the following case and answer the questions that follow:

You are planning an audit of an organization that supplies electronic cabling and networking products. The organization consists of the following departments: sales and marketing – purchasing – warehouse – packing and dispatch – human resources – support services including maintenance, IT and Quality. The top management team consists of the Managing Director and departmental managers from each of the above areas. Based on your understanding of the above case description, answer questions (1a, b& c)

- (a) What would be your main considerations in deciding the sequence of activities for the audit? (8 Marks)
- (b) How would you approach the audit of continual improvement in this organization? (8 Marks)
- (c) Discuss FOUR benefits and FOUR limitations of auditing as a management system standard for quality assurance in a business firm. (15 Marks)

QUESTION TWO

Discuss the steps involved in the Six Sigma process as a quality measure and explain why a business organization needs to use it. (23 Marks)

QUESTION THREE

- (a) Explain the categories of cost of quality applicable in business organizations. (8 Marks)
- (b) Discuss the issues that should be considered in implementing a cost quality system in an organization. (15 Marks)

QUESTION FOUR

- (a) Critically analyze the components of document management systems appropriate for a business organization. (15 Marks)
- (b) Identify any FIVE benefits of document management systems. (8 Marks)

QUESTION FIVE

- (a) Using appropriate examples drawn from your own experience, discuss the basic principles of Total Quality Management (TQM). (13 Marks)
- (b) Evaluate Crosby's Absolutes of Quality Management that a business organization may apply for quality improvement of work (10 Marks)

QUESTION SIX

- (a) You are the Quality Assurance & Standards Manager and you have been asked by company management to develop a quality manual for the company geared at improving performance. Discuss the elements you would include in the manual. (13 Marks)
- (b) Explain the meaning of ISO illustrating the need for business organizations in Kenya to be ISO Certified. (10 Marks)