



**MASENO UNIVERSITY**  
**UNIVERSITY EXAMINATIONS 2016/2017**

**FOURTH YEAR FIRST SEMESTER EXAMINATIONS FOR THE  
DEGREE OF BACHELOR OF BUSINESS ADMINISTRATION WITH  
INFORMATION TECHNOLOGY**

**CITY CAMPUS**

**ABA 418: TOTAL QUALITY MANAGEMENT**

Date: 19<sup>th</sup> July, 2017

Time: 5.30 - 8.30 pm

---

**INSTRUCTIONS:**

- Answer question ONE and any other THREE questions.
- Question ONE carries 25 marks while the rest carry 15 marks each.



**QUESTION**

**ONE 25 Marks**

a) Mr. Oriedo has recently established AKYND A Bakery in Kisian. He has received complaints from customers that the party cakes are not delivered on time. After a detailed analysis, he came up with the following causes for the delayed delivery of party cakes:

- i. Frequent breakdown of machines
- ii. Few skilled workers to bake cakes
- iii. Inappropriate procedures
- iv. Unavailability of materials
- v. Heavy pressure from supervisors
- vi. Poor transportation

Required: Advise Mr. Oriedo explaining the importance of Fishbone diagram, showing causes under machinery, people, methods and materials (10 marks)

b) The salient reasons for an organization seeking ISO certification is numerous and may vary between companies and organizations. Generally, organizations are implementing ISO standards to achieve improved quality and efficiency, improved communication and gaining competitive advantage. Required: as a QMS auditor, advise a newly service institution that seeks ISO certification on the elements that should be addressed by an organization seeking such certification (10 marks)

c) Explain the concept of six sigma (5 marks)

**QUESTION TWO**

**15 Marks**

a) 'Implementing Total Quality Management (TQM) is not without difficulties and achieving its promised benefits is not easy'. From a pathology approach, discuss why TQM programmes fail. (7 marks)

b) Discuss what control charts are (4 marks)

c) Explain how you could interpret abnormal patterns in control charts (4 marks)

**QUESTION THREE**

**15 Marks**

- a) Describe the benefits and limitations of process reengineering and its relevance to TQM (10 marks)
- b) "TQM is not culture-specific," Discuss. (5 marks)

**QUESTION FOUR**

**15 Marks**

- a) "TQM is a Total System Approach and is an integral part of corporate strategy. It works horizontally across functions and departments involving all employees from top to bottom." Explain and elucidate the ramifications of the statement. (8 marks)
- b) Explain what "Acceptance Sampling" is. (3 marks)
- c) Differentiate between single sampling plan and double sampling plans. (4 marks)

**QUESTION FIVE**

**15 Marks**

- a) Juran divided quality management into three parts known as Juran's Quality Trilogy. Briefly explain the three parts of the Trilogy. (7 marks)
- b) Explain various components of quality costs and strategy for reducing the quality cost. (8 marks)