



GRETSA UNIVERSITY - THIKA

**UNIVERSITY EXAMINATIONS
MAY - AUGUST 2018 SEMESTER**

DIPLOMA IN PROJECT MANAGEMENT)

COURSE CODE: DBHR 011

COURSE TITLE: TOTAL QUALITY MANAGEMENT

DATE: 6 AUGUST 2018

TIME: 3.00 PM – 6.00 PM

INSTRUCTIONS TO CANDIDATES

1. SECTION A IS **COMPULSORY**.
2. SECTION B: ANSWER ANY OTHER **THREE** QUESTIONS.
3. **DO NOT** WRITE ANYTHING ON THIS QUESTION PAPER AS IT WILL BE AN EXAM IRREGULARITY.
4. ALL ROUGH WORK SHOULD BE AT THE BACK OF YOUR ANSWER BOOKLET AND CROSSED OUT.

CAUTION: *All exam rooms are under CCTV surveillance during the examination period.*

SECTION A: COMPULSORY

Question One

Levin Manufacturing Company Ltd saved millions of shillings in operation cost in the last three years by laying off staff reducing the number by 35%. This in turn resulted into trade union activities which hampered smooth operations. The production department's performance improved. The staff now takes 20 days to produce 10 tonnes of finished products as compared to 45 days previously. Employees are now required to spend 120 hours yearly in training which includes learning to use technology and aspects of problem solving. The employees are grouped in teams of ten and given projects to manage on their own. Although the company has quality circles it encourages multifunctional teams that solve problems on quality issues with the overall aim of achieving zero defects. To further enhance its quality, the management has introduced a training programme to reduce leading, delivery of finished goods to customers and to speed responses to customer complaints. Experts in the area are now handling customer complaints unlike previous occasions. Customers can easily get what they require on-line and are happy to be helped by courteous customer care experts. A recent survey (December 2017) shows that customers believe and trust what the company communicates to them about its efforts. The company has not yet reached the 25 million investment target but reactions of customers on quality are encouraging. Management in particular believe that "Quality begins with the customers and ends with the customer".

Required:

Question One

- a) 'Quality begins with the customer and ends with customer'. In relation to this define and explain the provisions of this principle of quality management. **[15Marks]**
- b) Describe the dimensions of quality that are being practiced by Levin Company Ltd in this case. **[5Marks]**
- c) Explain the challenges that Levin Company Ltd had to face in its efforts to deliver quality to the customers. **[5 Marks]**
- d) In relation to the case explain the difference between quality circles and quality functional teams used to improve quality in the company. **[10 Marks]**
- e) Explain the concept of zero defects as used in the case. **[5 Marks]**

SECTION B: ANSWER ANY THREE QUESTIONS

Question Two

- a) Explain the role of ISO 9000 quality standards in business. **[15Marks]**
- b) Citing appropriate examples describe three types of quality cost. **[5 Marks]**

Question three

- a) Identify the correlates and views of quality in relation to a firm in the service industry in Kenya. **[5 Marks]**
- b) Explain the main stages of the evolution of Total Quality Management. **[15 Marks]**

Question Four

- a) Discuss the provisions of the Juran Trilogy in relation to quality planning. **[15 marks]**
- b) Highlight the benefits of enforcing business process reengineering in the any business that one operates. **[5 Marks]**

Question five

- a) Identify some of the benefits of ISO-9000. **[5 Marks]**
- b) Describe the process, types and role of benchmarking in the provision of tourism services in Kenya. **[15Marks]**