

The  
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**UNDERGRADUATE UNIVERSITY EXAMINATIONS**  
**SCHOOL OF MANAGEMENT AND LEADERSHIP**  
**DEGREE OF BACHELOR OF ARTS IN DEVELOPMENT STUDIES/**  
**BACHELOR OF COMMERCE**

**BDS 318/MGT 323: QUALITY MANAGEMENT ISSUES IN**

**DEVELOPMENT/QUALITY MANAGEMENT**

**DATE: 8<sup>TH</sup> APRIL 2025**

**DURATION: 3 HOURS**

**MAXIMUM MARKS: 70**

**INSTRUCTIONS:**

1. Write your registration number on the answer booklet.
2. **DO NOT** write on this question paper.
3. This paper contains **SIX (6)** questions.
4. Question **ONE** is **compulsory**.
5. Answer any other **THREE** questions.
6. Question **ONE** carries **25 MARKS** and the rest carry **15 MARKS** each.
7. **Write all your answers in the Examination answer booklet provided**

**QUESTION ONE**

Read the Case Study below carefully and answer the questions a, b and c:

**THE TOYOTA PRODUCTION SYSTEM (TPS)**

At the core of the company's success was the Toyota Production System (TPS), which made use of concepts like genchi genbutsu, Just-in-Time (JIT), Kaizen, Kanban, and Jidoka to reach a high level of efficiency in production. Toyota recognized quality as one of the most important factors affecting customer satisfaction and strove to achieve excellence in manufacturing quality products. To ensure zero defects in the finished products, Toyota set up quality assurance systems across various divisions including development, purchasing, and production.

To overcome quality assurance problems caused due to rapid globalization, Toyota adopted the "Toyota Way" - a set of management principles and communicated them to all its overseas manufacturing plants. Due to its efficiency in manufacturing, Toyota became one of the most trusted brands in the global automobile industry.

But some analysts felt that Toyota had become a victim of its own success. In the mid-2000s Toyota expanded its production facilities rapidly in a bid to grow globally and to achieve its goal of becoming the number one auto maker in the world. Toyota's rapid growth affected its product quality with the company reportedly compromising on its manufacturing techniques. Customers began to face safety related problems in Toyota vehicles. Later a series of recalls followed which put the company's hard-earned reputation for quality at risk. Analysts opined that constant recalls had damaged the reputation and brand image of Toyota and hindered its return to profitability. In a quest for market share, Toyota had sacrificed its legendary quality and ignored its own management principles and customers, they said. To verify the cause of recalls and improve quality, Toyota set up a committee headed by its president Akio Toyoda in early 2010. The committee was to inspect every process in the Toyota Production System to ensure delivery of quality products to customers.

**Source:**

<https://www.icmrindia.org/casestudies/catalogue/Operations/OPER095.htm>

**Required:**

- a) Analyse the quality management practices at Toyota that helped it earn a reputation for quality. (10 marks)
- b) Discuss the importance of quality in the Toyota Production System. (10 marks)
- c) Describe the reasons for the quality-related problems faced by Toyota. (5 marks)

### QUESTION TWO

- a) Using a specific industry, organization or sector, discuss the principles used in the application of six sigma method of quality assurance. (9 marks)
- b) Analyse the methods of quality assurance that are used in a named service industry in (a) above. (6 marks)

### QUESTION THREE

- a) Evaluate the concept of house of quality as used in a specified industry, organization or sector. (6 marks)
- b) Analyse the key principles involved in the application of Quality Circles in the specified organization. (9 marks)

### QUESTION FOUR

- a) Business excellence systems are vital for self-improvement and competitiveness. Discuss the scoring model of any known organisational excellence model known to you. (9 marks)
- b) Discuss ADKAR as a change management strategy used to help overcome resistance to change when adopting new standards. (6 marks)

### QUESTION FIVE

- a) Evaluate the implementation challenges of quality control by organisations such as the Kenya Bureau of Standards (KEBS). (7 marks)
- b) Evaluate the application of Poka yoke in the process of quality assurance in a specific manufacturing industry. (8 marks)

**QUESTION SIX**

- a) Evaluate the critical benchmarking priorities in a fast moving consumer goods industry (FMCG). Give relevant illustrations in support of your answer. **(9 marks)**
- b) Analyse the role of financial resource availability in the implantation of total quality management in an organisation. **(6 marks)**