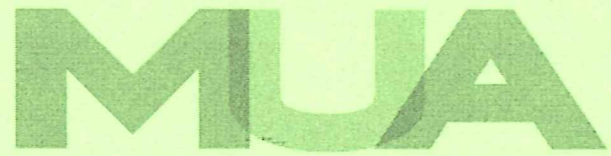


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UNDERGRADUATE UNIVERSITY EXAMINATIONS

SCHOOL OF MANAGEMENT AND LEADERSHIP

DEGREE OF BACHELOR OF MANAGEMENT AND LEADERSHIP/  
BACHELOR OF ARTS IN DEVELOPMENT STUDIES

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

DATE: 31<sup>ST</sup> JULY 2024

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:**

**Case Study of Papa John's: Quality as a Core Business Strategy**

Would you recognize a Papa John's Pizza sign from a distance? Many people would, given the distinctive green and red emblem and logo, which is designed to attract attention and place the store in a flattering light. Papa John's began as a small, one-store operation that evolved out of the need to rescue a failing tavern. Quick success meant expansion to 4 stores in two years and 23 stores in five years. Currently, Papa John's plans to complete more than 2,000 units with over \$1 billion in sales in a mature industry which most people felt was saturated with competitors. In order to survive in a highly competitive market place, Papa John's needed to develop a distinctive voice. One clear message was needed to penetrate every aspect of the business, including hiring decisions, selection of locations, and all business strategies and tactics.

At the strategic level, each of the big three pizza companies-Pizza Hut, Domino's, and Little Caesar's, each holds a distinct niche in the market. Pizza Hut offers menu variety and a dine-in atmosphere; Domino's emphasizes quick delivery, and Little Caesar's focuses on price. To establish a contrasting theme, Papa John's strongly centres its efforts on quality, including the overall theme of "Better Ingredients, Better Pizza". Owner John Schnatter makes a concerted effort to keep his product "simple, consistent, and focused", by making personal visits to as many locations as possible each year. In selecting locations, Papa John's tries to purchase prime real estate in prominent locations and then counts on its bright signs and logos to attract attention. As one manager in the organization stated, "We think the customer cares where a store is" the effort to find choice Locations reemphasizes quality in every aspect of the organization's operation.

Papa John's hires employees based on their compatibility with an overall organizational attitude. Individuals are selected who are "warm, friendly, and nice," according to one human resource officer. As Susie Southgate-Fox, Vice President of Human Resources, put it, "we can teach people about food and wine, and how to carry things, but we can't teach someone how to be warm and friendly. These people

are not just serving food. They make the difference in whether someone will return to this restaurant,”

The pizza itself is the major focus of the quality campaign. The ingredients are developed by key centralized commissaries that provide fresh dough and sauce, with a careful eye on consistency and quality campaign. The ingredients are developed by key centralized commissaries that provide fresh dough and sauce, with a careful eye on consistency and quality. The final product always includes a small tub of garlic but is getting “more bang for the buck,” according to Gerry Durnell, editor and publisher of *Pizza Today*. Papa John’s patrons expect quality at a reasonable price. There are no in store salad bars that add to costs, and the menu is limited to pizza, bread-sticks, cheese sticks, and soft drinks.

The Papa John’s story is reprinted on the walls of many of its stores. Take-home menus not only circulate to retail customers but also find their way into other businesses, where employees can use them to order a quick, high-quality lunch. The menus have the same colours and logo as the store signs and delivery vehicles that carry the product to homes and other business. The hats and uniforms workers wear also carry the logo and emphasize the theme. Advertisements, employees, locations, logos, hats, uniforms, take-home menus, delivery vehicles, suppliers, and the product itself all combine to form an integrated advertising and marketing communications theme emphasizing quality. The theme dearly works, as witnessed by the firm’s phenomenal growth and astounding success. Customers know what they’re getting when they dial up Papa John’s Pizza.

In the future, Papa John’s intends to continue its long-term expansion plans by opening more than 1,000 international units, beginning with stores in Mexico and Canada. Even so, the goal still remains to provide quality. As owner-manager, Schnatter states.

**Required:**

- a) Analyse the steps that needs to be taken by Papa John’s in order to increase sales and customer satisfaction. (10 marks)
- b) Discuss what needs to be the focus of quality campaigns at Papa John’s. (10 marks)

- c) Analyse the elements of integrated advertising campaigns as practiced at Papa John's (5 marks)

**QUESTION TWO**

- a) Analyse three types of external customers with regard to quality management. (8 marks)
- b) Evaluate the reasons why customer satisfaction is important in quality management. (7 marks)

**QUESTION THREE**

- a) Evaluate the framework for Deming's PDCA cycle (8 marks)
- b) Discuss Juran's quality trilogy. Use illustrations from an industry, organisation or sector known to you. (7 marks)

**QUESTION FOUR**

- a) Discuss the systems approach to quality management. (8 marks)
- b) Evaluate three common causes of total quality management failures. (7 marks)

**QUESTION FIVE**

- a) Using illustrations from an industry, organisation or sector that is known to you, analyse the stages in new product development. (8 marks)
- b) Explain three factors that make quality control in services companies more difficult than in manufacturing companies. (7 marks)

**QUESTION SIX**

- a) Using illustrations from an industry, organisation or sector that is known to you, evaluate the stages of team development in an organisation. (8 marks)
- b) Analyse three roles of leadership in quality management. Use illustrations from an organisation, industry or sector that is known to you. (7 marks)