



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: 14TH APRIL 2026

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:

ECOBUILD AFRICA LTD

EcoBuild Africa Ltd is a medium-sized construction firm based in Nairobi, specializing in sustainable housing projects. In recent years, the company has faced increasing customer complaints about poor finishing, delays in project delivery, and high maintenance costs. Competitors who embraced modern quality management techniques such as Lean Six Sigma and Kaizen are gaining market share. The CEO is concerned about the firm's survival in a competitive environment and has asked the management team to design a Quality Management Strategy that integrates customer focus, quality tools, and continuous improvement.

At the same time, the company faces challenges in complying with environmental and safety regulations under ISO 14000, and fears possible litigation for product liability due to poor workmanship. Management is divided on whether to pursue Total Quality Management (TQM) as a long-term strategy or adopt short-term fixes.

Furthermore, the organizational culture within EcoBuild Africa is characterized by departmental silos, limited employee engagement, and a lack of accountability for quality outcomes. Many employees perceive quality as the responsibility of the inspection team rather than a shared organizational value. This has resulted in weak communication between project teams and support functions, undermining efficiency and customer satisfaction. Leadership has recognized the need for cultural transformation but is yet to take concrete steps toward embedding quality into the company's core values and work practices.

Adding to the challenge, the construction industry in Kenya is experiencing increased regulatory scrutiny and growing public awareness of environmental and safety issues. Clients are becoming more demanding, preferring companies that demonstrate compliance with international quality standards and deliver value-for-money housing solutions. Media reports on unsafe buildings and collapsed structures have amplified customer expectations for accountability and transparency. Against this backdrop, EcoBuild Africa must decide whether to adopt a holistic quality management approach or risk being left behind in an industry where reputation and trust are critical drivers of competitiveness.

Required:

- a) Discuss the key quality management issues facing EcoBuild Africa. **(8 marks)**
- b) As a consultant, propose a TQM implementation framework that the company could adopt to regain competitiveness. **(10 marks)**
- c) Explain how ISO standards (9000 and 14000) and business process re-engineering could support EcoBuild Africa's turnaround strategy. **(7 marks)**

QUESTION TWO

- a) Discuss the historical evolution of quality management, highlighting contributions from Deming, Juran, Crosby, and Ishikawa. **(8 marks)**
- b) Compare and contrast quality philosophies in manufacturing vs. service sectors, giving examples. **(7 marks)**

QUESTION THREE

- a) Explain the principles of Total Quality Management (TQM) and their role in organizational success. **(8 marks)**
- b) Critically evaluate the benefits and criticisms of TQM adoption in organizations. **(7 marks)**

QUESTION FOUR

- a) Discuss quality improvement techniques such as benchmarking, Lean Six Sigma, Kaizen, and Poka-Yoke, and their application in organizations. **(8 marks)**
- b) Explain how Business Process Re-engineering (BPR) can complement these techniques in achieving operational excellence. **(7 marks)**

QUESTION FIVE

- a) Describe the role of Quality Management Systems (QMS) such as ISO 9000 in promoting efficiency and competitiveness. **(8 marks)**

- b) Assess the significance of Environmental Management Systems (ISO 14000) in balancing quality and sustainability in development projects. **(7 marks)**

QUESTION SIX

- a) Evaluate the role of leadership and organizational culture in successful quality management implementation. **(8 marks)**
- b) Discuss emerging issues in quality management in Kenya, including legal enforcement, product liability, and media influence. **(7 marks)**