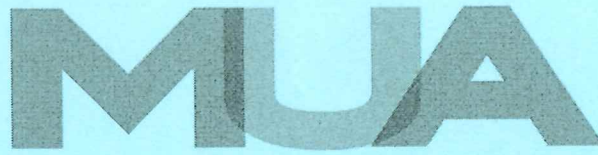


The
Management
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UNDERGRADUATE UNIVERSITY EXAMINATIONS

SCHOOL OF MANAGEMENT AND LEADERSHIP

DEGREE OF BACHELOR OF ARTS IN DEVELOPMENT STUDIES

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

DATE: 18TH DECEMBER 2024

DURATION: 2 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 that follow:

QUALITY CIRCLES

After second world war, most of the countries in the world had to face the problem of industrial development. Japan was worst hit and the industrial units in Japan were going from bad to worse and it was necessary for Japan to put their hailing economy back to track. To do so modern concept of quality control came to Japan after 1945, from USA, but it was only after 1955 that this system of management of quality control was actually implemented to the company from the bottom of the organization that could also share in the quality control function at the workshop level. Quality circle provides the employees at the bottom level to proceed towards the top level with opportunities to perform effectively and solving the daily problem of the unit.

With reference to the impact of quality circle techniques where the workers deal with causes of the material losses related to 4-Ms (man, machine, materials, methods), in a small production shop floor. The workers made use of the Pareto and 'Ishikawa diagram' and as a result, there was drastic reduction in materials wastage, average saving per year increased and financial losses were minimized. Workers were motivated to keep and operate materials with care and prevent wastage, and good team relationship was built among the workers and management.

In Kenya, over the past couple of months, we witnessed regular electricity outages. The feedback or response from the management of energy sector is that the outage is attributed to energy or power losses during transmission or general system failure. Indeed, with implementation of quality circles, this matter could be dealt with in a very systematic manner.

Required:

- a) Describe Dr. Kaoru Ishikawa's contribution to quality management (5 Marks)
- b) Enumerate at least five objectives of quality circle. (10 Marks)

- c) With reference to the above case study, discuss how different functional areas or departments can impact on quality of service by power sector in Kenya.

(10 Marks)

QUESTION TWO

- a) Explain at least five changes that are noticeable as paradigm shift in quality.
(5 Marks)
- b) With reference to quality management, you are required to discuss dimensions of quality product and quality services
(10 Marks)

QUESTION THREE

- a) Assess the three pillars of KAIZEN as a process of continuous improvement.
(5 Marks)
- b) Examine the current challenges experienced in implementation of Total Quality Management in organization.
(10 Marks)

QUESTION FOUR

- a) Discuss the salient elements or features of good performance management measurement.
(5 Marks)
- b) Describe the various stages involved in product design process
(10 Marks)

QUESTION FIVE

- a) Discuss at least five key areas that are considered as criteria for performance excellence.
(10 Marks)
- b) There have been discussions on climate change resulting to global warming. Examine five types of environmental issues in Kenya.
(5 Marks)

QUESTION SIX

a) Discuss the role of leadership in Quality management

(5 Marks)

b) Describe the main challenges faced in enforcing quality practices in Kenya.

(10 Marks)