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**KIRIRI WOMENS' UNIVERSITY OF SCIENCE AND TECHNOLOGY**  
**UNIVERSITY EXAMINATION, 2022/2023 ACADEMIC YEAR**  
**THIRD YEAR, FIRST SEMESTER EXAMINATION**  
**FOR THE DEGREE OF BACHELOR OF SCIENCE**  
**(BUSINESS ADMINISTRATION)**

Date: 8<sup>th</sup> December, 2022  
Time: 11.30am –1.30pm

**KGM 401 - IMPLEMENTING TOTAL QUALITY**

**INSTRUCTIONS TO CANDIDATES**

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**ANSWER QUESTION ONE (COMPULSORY) AND ANY OTHER TWO QUESTIONS**

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**QUESTION ONE (30 MARKS)**

**CASE STUDY: NJEMA LTD**

At Njema Ltd, the emphasis has been on the concept of customer first , kaizen, 8 step problem solving method, PDSA,A3 reporting, 5s and total participation. The company has a creative idea suggestion system to encourage employees to make contributions to innovation and the company's development. It aims at eliminating waste, nonconformities in production, activities that do not add value and overproduction. The company introduced statistical Quality Control in 2020 and it has also been investing in corporate social responsibility through community based projects and environmental initiatives. The company has limited interdepartmental barriers with emphasis on project organizational structure, excellent customer and supplier relations, and training. The top management has responsibility for quality rather than the employees and their role is to provide commitment, support and leadership to the human and technical processes.

The company carries out to industry surveys annually so as to benchmark with the best players in the industry. The goal is to gain competitive advantage. These efforts have led to high quality of products and work and improvement in all aspects of the organization from individuals to services. The motivations levels amongst the employees are high as seen from the high levels of commitment and excellent customer service. The number of complaints from the customers is minimal.

During the last board meeting, Mr. Njehia the Director –Operations suggested that the company should put in place measures to collect information from customers on the extent to which they are satisfied with the company products and services. Following this suggestion, Mr. Ochieng, the Manager- Customer Care and Marketing was directed to do a write on the methods the company can use to collect the customer feedback.

### **Required**

- a) Explain the principles of quality management that have been adopted by Njema Ltd.  
(6 Marks)
- b) Explains the benefits the company has obtained through implementing the TQM.  
(6 Marks)
- c) Explain six methods that Mr. Ochieng is likely to recommend for collecting data from customers on their level of satisfaction with the company products and services.  
(6 Marks)
- d) Explain the methods the company has put in place to ensure continuous improvement.  
(6 Marks)
- e) Examine the methods of employee participation that Njema Ltd could have implemented to ensure success in TQM.  
(6 Marks)

### **QUESTION TWO (20 MARKS)**

- a) Describe the process the company could be using in carrying out benchmarking to enhance quality management in the organization.  
(8 Marks)
- b) You have been appointed as the Principal of Ndende Community college. Write a plan to implement a quality management system in the community college.  
(12 Marks)

### **QUESTION THREE ( 20 MARKS)**

- a) Success in team operations requires deliberate effort from both the leader and the members. Examine the role of leadership in Total quality Management.  
(10 Marks)
- b) Describe the process of implementing Total Productive Maintenance.  
(10 Marks)

### **QUESTION FOUR ( 20 MARKS)**

- a) Describe five factors that influence the customer perception of quality.  
(10 Marks)
- b) Analyse the process of strategic planning in implementing total quality.  
( 10 Marks)

### **QUESTION FIVE (20 MARKS)**

- a) Describe the various categories of cost of quality.  
( 8 Marks)
- b) Explain the process followed in Business process reengineering.  
(12 Marks)