



Kasarani Campus
Off Thika Road
Tel. 2042692 / 3
P. O. Box 49274, 00100
NAIROBI
Westlands Campus
Pamstech House
Woodvale Grove
Tel. 4442212
Fax: 4444175

KIRIRI WOMENS' UNIVERSITY OF SCIENCE AND TECHNOLOGY
UNIVERSITY EXAMINATION, 2014/2015 ACADEMIC YEAR
THIRD YEAR, FIRST SEMESTER EXAMINATION
FOR THE DEGREE OF BACHELOR OF SCIENCE
(BUSINESS ADMINISTRATION)

Date: 25th April, 2014
Time: 11.00am– 1.00pm

KGM 401 – IMPLEMENTING TOTAL QUALITY

INSTRUCTIONS TO CANDIDATES

ANSWER QUESTION ONE (COMPULSORY) AND ANY OTHER TWO QUESTIONS

QUESTION ONE (30 MARKS)

- a) Discuss SIX SIGMA philosophy. (5 Marks)
- b) List and explain the benefits and limitations of applying this philosophy to an organization (5 Marks)
- c) Explain any six core characteristics an effective leader possesses to influence his followers to get the best out of them? (6 Marks)
- d) Discuss the quality related activities that an organization may incur as a “price of non conformance” (8 Marks)
- e) Under what circumstances should an organization require an innovator to bring quality change? (6 Marks)

QUESTION TWO (20 MARKS)

- a) With a suitable illustration, explain the meaning of a process as a fundamental building block in an organization? (8 Marks)
- b) Briefly discuss the six steps methodology for process improvement as applied in quality management? (12 Marks)

QUESTION THREE (20 MARKS)

- a) Discuss the benefits of quality management systems in an organization? (4 Marks)
- b) Highlight the essentials of ISO 9000. (6 Marks)
- c) Describe the contributions made by Dr Kaoru Ishikawa and Philip B Crosby as quality gurus and explain their application in the modern organizations. (10 Marks)

QUESTION FOUR (20 MARKS)

- a) ‘‘Modern organizations are in a stiff race to replace the traditional management with Quality.
 - i) Differentiate between traditional and Total Quality Management (5 Marks)
 - ii) Explain the essence of this in a competitive environment. (5 Marks)
- b) Quality is a dimensional term; briefly explain any ten dimensions of quality? (10 Marks)

QUESTION FIVE (20 MARKS)

- a) Discuss any five tools and techniques used in process improvement? (10 Marks)
- b) Quality is ‘‘Delighting the customer by fully meeting their needs and expectations’’. Discuss. (10 Marks)