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KIRIRI WOMENS' UNIVERSITY OF SCIENCE AND TECHNOLOGY
UNIVERSITY EXAMINATION, 2024/2025 ACADEMIC YEAR
THIRD YEAR, FIRST SEMESTER EXAMINATION
FOR THE DEGREE IN BACHELOR OF SCIENCE
BUSINESS ADMINISTRATION

SPECIAL EXAMINATION

Date: 14th August, 2024

Time: 2.30pm – 4.30pm

KGM 401 IMPLEMENTING TOTAL QUALITY

INSTRUCTIONS TO CANDIDATES

ANSWER QUESTION ONE (COMPULSORY) AND ANY OTHER TWO QUESTIONS

QUESTION ONE (30 MARKS)

Nairobi Central Hospital is 60 – bed hospital situated in Nairobi Central Business District the Hospital began facing serious competitive pressures as other health facilities started mushrooming. Top management knew they had to establish and maintain a competitive advantage against other health care providers. Their strategy was to dramatically improve the quality of care Nairobi Central delivered to its patients. Hospital Administrator attended a seminar given by a leading quality management consultant. The administrators decided to use the consultant's approach to improve total quality in all aspects of the hospital's operation.

The administrators targeted a number of operations for quality improvement accuracy of patient billing, nursing retention, turnaround time in the emergency department, quality of dietary service, purchasing procedures and promptness and completeness of medical record entries. They further decided to create teams of hospital employees as the primary mechanism for the implementing process improvements.

- a) Define quality in the context of the case. **(4Marks)**
- b) In reference to the above case, explain the role of management in Total Quality Management. **(4 Marks)**
- c) Highlight the barriers that management of Nairobi Central Hospital could face in implementing total quality management. **(6 Marks)**
- d) Discuss how the location of Nairobi Central Hospital may curtail the achievement of the fifth procedure towards achieving ISO 9000:2008 certification. **(6 Marks)**
- e) "They further decided to create teams of hospital employees as the primary mechanism for the implementing process improvements." Define this team in context of total quality management. **(4 Marks)**
- f) Explain the quality principle that the management will need to focus on to achieve their objectives. **(6 Marks)**

QUESTION TWO (20 MARKS)

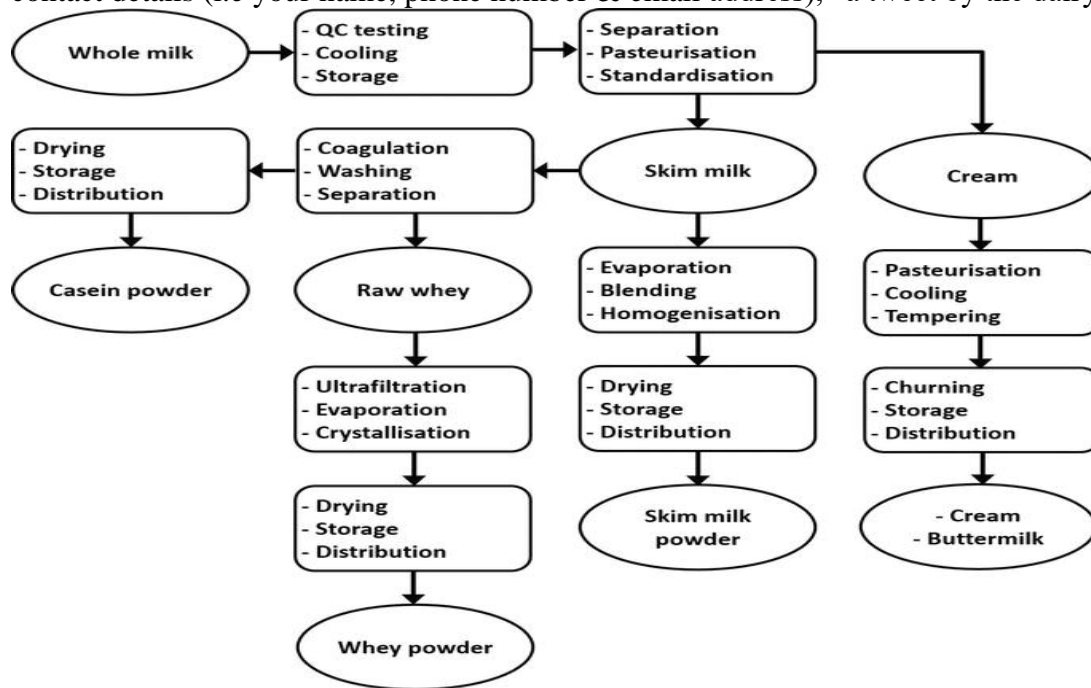
- a) Discuss any two benefits and two criticisms of Total Quality Management. (8 Marks)
- b) Evaluate the different types of benchmarking. (12 marks)

QUESTION THREE (20 MARKS)

- a) Pick a product of your choice and highlight its dimensions of quality that would make you buy it again. (10 marks)
- b) Discuss FIVE principles of Total Quality Management according to Deming's (10 marks)

QUESTION FOUR (20 MARKS)

A Kenyan dairy company has apologized to a customer who was sold packets of milk that appeared to be diluted with water. This was after a video was share on social media in which this customer was seen opening packets of their branded milk and pour out the contents which look like milk water. “ we deeply apologize for this experience and we would like to investigate how this happened. Kindly let us know where you bought the carton of Dairy Best, the date of purchase, your location and contact details (i.e your name, phone number & email address),” a tweet by the dairy read.



- a) As a quality consultant for the company, kindly evaluate the apology statement and with the help of the diagram above identify the point where the quality was inferred with and recommend corrective measures from the apology statement. (10 Marks)
- b) Discuss the costs of poor quality which will arise from this incident. (10 Marks)

QUESTION FIVE (20 MARKS)

- a) Discuss the tools of TQM. (10 Marks)
- b) There are EIGHT quality management principles as defined by ISO 9000:2000 which provide benefits derived from their use and actions required by the management. Discuss the principle on customer orientation in terms of benefits and the actions that the management will need to undertake to achieve it. (10 Marks)