



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, 2023/2024 ACADEMIC YEAR
THIRD YEAR, FIRST SEMESTER EXAMINATION
FOR THE DEGREE OF BACHELOR OF SCIENCE
(BUSINESS ADMINISTRATION)

Date: 13th April, 2023
Time: 1.30pm – 3.30pm

KGM 401 - IMPLEMENTING TOTAL QUALITY

INSTRUCTIONS TO CANDIDATES

ANSWER QUESTION ONE (COMPULSORY) AND ANY OTHER TWO QUESTIONS

QUESTION ONE (30 MARKS)

Initially, KFC Japan's overall strategy was simply to bring its American product to Japan intact, with the same store design, menu and management style (such as it was) as existed in the United States. The Japan country manager had little experience in international operations and hired a Japanese manager from a printing company after six months. The unwillingness of KFC Japan to begin its strategy by examining the market and determining what would (and would not) be acceptable in terms of product at the outset, and the failure to use its joint venture partners in any type of serious senior management capacity, contributed to the poor operating results which the company has seen.

Over time, the overall strategy shifted to one which recognized the unique characteristics of the Japanese market in terms of tastes and consumer buying habits. The traditional American store layout was abandoned in favor of smaller locations which could be located in areas of heavy traffic, and the menu was expanded to include items which had more traditional Japanese appeal. At the same time, KFC Japan shifted its focus from merely fast food to a "fashion" focus and marketed the American aspect of the product to young Japanese whom KFC Japan determined to be particularly "taken" with American goods and appearances. KFC is ISO 9000 certified and their quality attributes are (CHAMPS) **C – Cleanliness, H – Hospitality, A – Accuracy, M – Maintenance, P - Product Quality and S - Speed of Service.**

Required

- List some of the broad objectives of the quality circle that should have guided KFC. (6 Marks)
- Highlight the determinants of customer Satisfaction for services that are key to KFC. (6 Marks)
- KFC is one of the ISO Certified companies, describe the functions of ISO. (6 Marks)
- Outline the total quality management implementation strategies of KFC. (6 Marks)
- Advise the management of KFC on the characteristics of successful teams in quality management. (6 Marks)

QUESTION TWO (20 MARKS)

- a) Customer satisfaction is a key component of TQM philosophy. Discuss the characteristics Customer Centric organization. (10 Marks)
- b) Explain how organizations can Improve Quality Management through Leadership and Management. (10 Marks)

QUESTION THREE (20 MARKS)

- a) Explain the characteristics of effective Quality Circles. (10 Marks)
- b) Discuss the characteristics of empowered employees as identified by Hubert Rampersad. (10 Marks)

QUESTION FOUR (20 MARKS)

- a) Xerox is a quality company. Quality is the basic business principle for Xerox. Quality means providing our external and internal customers with innovative products and services that fully satisfy their requirements. Describe the essential elements of quality management. (10 Marks)
- b) Enumerate the advantages of Quality Management to an organization. (10 Marks)

QUESTION FIVE (20 MARKS)

- a) Discuss the foundation for activities of Total quality management. (10 Marks)
- b) The aspect of employee involvement is important in implementing total quality. Discuss the relevance of Maslow's hierarchy of needs in total quality management. (10 Marks)