



**TECHNICAL UNIVERSITY OF MOMBASA**

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**SCHOOL OF BUSINESS**

Department of Business Administration

**UNIVERSITY EXAMINATIONS FOR DEGREE IN  
BACHELOR OF BUSINESS ADMINISTRATION**

**BMG 4302: TOTAL QUALITY MANAGEMENT**

**END OF SEMESTER EXAMINATIONS**

**SERIES: MAY 2016**

**TIME: 2 HOURS**

**INSTRUCTIONS**

Answer Question **ONE (Compulsory)** and any other **TWO** Questions.

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**QUESTION 1**

- a) Discuss why organisations view quality as a source of competitive advantage. **(12 marks)**
- b) Briefly discuss the major categories of quality costs. **(18 marks)**
- c) The principle of customer orientation is fundamental TQM and is expressed by the organisation's attempt to design and deliver products and services that fulfil the customer's needs. Discuss why everyone in the organisation should appreciate a customer. **(10 marks)**

**QUESTION 2**

- a) Discuss the **FIVE** pillars of TQM. **(10 marks)**
- b) Discuss the benefits of TQM. **(10 marks)**

**QUESTION 3**

- a) Discuss the criticism of Total Quality Management. **(8 marks)**
- b) Using an organisation you are familiar with, present a case of how the TQM model by Oakland may be applied. **(12 marks)**

#### **QUESTION 4**

- a) Discuss any **FIVE** principles of Total Quality Management (TQM). **(10 marks)**
- b) Discuss the tools for process improvement. **(10 marks)**

#### **QUESTION FIVE**

A defence construction manufacturer's rifle for the military. The military has exacting quality standards that the constructor must meet. The military is very pleased with quality of the products provided by the contractor. However, the constructor is experiencing high quality related costs. Discuss the reasons for the contractor's high quality related costs.

**(20 marks)**