



TECHNICAL UNIVERSITY OF MOMBASA

School of Business

Department of Business Administration

UNIVERSITY EXAMINATION FOR:
BACHELOR OF BUSINESS IN OFFICE MANAGEMENT
BMG 4302: TOTAL QUALITY MANAGEMENT
END OF SEMESTER EXAMINATION

SERIES: APRIL 2025

TIME: 2 HOURS

DATE: 8 May 2025

Instructions to Candidates

You should have the following for this examination

-Answer Booklet, examination pass and student ID

This paper consists of **FIVE** questions. Attempt question ONE (Compulsory) and any other TWO questions.

Do not write on the question paper.

Question ONE

a) You have been appointed as the quality manager in a manufacturing company. The organization is experiencing an increase in customer complaints about product defects and service inefficiencies.

i) Identify at least five potential causes of poor quality in the company. (5 marks)

ii) Propose five corrective measures to improve quality in the organization. (5 marks)

b) Quality is a key determinant of customer satisfaction. Discuss five key determinants of customer satisfaction in TQM. (10 marks)

c) Using relevant illustrations, explain the phases in the evolution of quality management. (10 marks)

Question TWO

a) Discuss five principles of Total Quality Management (TQM) and their impact on organizational success.

(10 marks)

b) Explain five types of benchmarking and their significance in quality improvement. (10 marks)

Question THREE

- a) Describe five major costs of quality (COQ) and their impact on an organization. (10 Marks)
- b) Discuss five quality tools used in TQM and their application in problem-solving. (10 Marks)

Question FOUR

- a) Differentiate between Six Sigma as a statistical measure and Six Sigma as a management strategy. (2 Marks)
- b) Discuss four core elements of Six Sigma and their role in achieving process efficiency. (8 Marks)
- c) Explain the key steps involved in implementing a Business Process Reengineering (BPR) initiative in an organization. (10 marks)

Question FIVE

- a) Highlight five reasons why organizations should implement Total Quality Management (TQM). (10 marks)
- b) The failure of quality management systems is often due to poor execution rather than poor planning. Discuss five major reasons why TQM initiatives fail in organizations. (10 marks)

