



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

SPECIAL/SUPPLEMENTARY EXAMINATION

SERIES: JULY2025

TIME: 2HOURS

DATE:1Jul2025

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

Supreme Textiles Ltd. is a leading fabric manufacturer known for its high-end textile products. However, over the past two years, the company has struggled with high production costs, increasing defect rates, and customer complaints about product consistency. An internal investigation revealed poor supplier quality, inadequate training for production staff, and outdated machinery. Additionally, the company has failed to implement a structured quality control system.

- a) Identify five key quality management issues affecting Supreme Textiles Ltd. (10 marks)
- b) Propose five quality control measures that can improve the organization's performance. (10 marks)
- c) Explain the importance of continuous improvement (Kaizen) in achieving long-term quality success. (10 marks)

Question TWO

- a) Discuss five reasons that make ISO 14000 standards in Total Quality Management (TQM) significant in an organization (10 marks)
- b) Explain the four types of benchmarking and how they enhance quality improvement. (10 marks)

Question THREE

- a) Explain five key steps involved in the implementation of a Total Quality Management (TQM) program in an organization. (10 marks)
- b) Discuss five determinants of customer satisfaction and how they influence business success. (10 marks)

Question FOUR

- (a) Highlight five reasons why teams fail in an organization. (10 marks)
- (b) Discuss five ways to promote quality circles. (10marks)

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)