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**GARISSA UNIVERSITY**

**UNIVERSITY EXAMINATION 2020/2021 ACADEMIC YEAR FOUR**

**SECOND SEMESTER EXAMINATION**

**SCHOOL OF BUSINESS AND ECONOMICS**

**FOR THE DEGREE OF BACHELOR OF BUSINESS MANAGEMENT**

**COURSE CODE: BBM 482**

**COURSE TITLE: TOTAL QUALITY MANAGEMENT**

**EXAMINATION DURATION: 2 HOURS**

**DATE: 04/04/2021 TIME: 3.00-5.00 PM**

**INSTRUCTION TO CANDIDATES**

* **The examination has FIVE (5) questions**
* **Question ONE (1) is COMPULSORY**
* **Choose any other TWO (2) questions from the remaining FOUR (4) questions**
* **Use sketch diagrams to illustrate your answer whenever necessary**
* **Do not carry mobile phones or any other written materials in examination room**
* **Do not write on this paper**

**This paper consists of THREE (3) printed pages *please turn over***

**QUESTION ONE (COMPULSORY)**

Read the case below and answer the questions following it.  
  
TEAMS AND TEAM BUILDING

The early history suggests that work simplification efforts by management and labour were probably the first production oriented teams. However, the development of quality control circles by the Japanese in 1961 is considered to be the beginning of the use of teams to improve quality. Quality control circles are groups of people from one work units who voluntarily meet on a regular basis to identify, analyze and solve quality and other problems. They choose their own problems and focus on quality of work life and health. Quality circles often remain in existence over a long period of time on project after project. Groups are powerful in changing behavior and values and in disciplining its members. They are used in decision making, negotiating and bargaining in today’s organizations. Members with diverse backgrounds bring different perspectives to the decision making process. They also provide social satisfaction to their members and promote and self-esteem.

A team is a small number of people with complementary skills who are committed to a common purpose and set of performance goals and approach for which they hold themselves mutually accountable. Teamwork is better in solving quality issues because many heads are more knowledgeable than one. Team building is a method designed to help teams operate more effectively by improving internal communication and problem solving skills. In TQM projects team building helps in making greater use of both individual and team strengths to improve performance and results. Teams help firms to be productive, reduce cost, enhance worker involvement and is a major part of the quality efforts.

**Required**

1. “All teams are groups but not every group is a team”. In relation to the case discuss the above assertion and distinguish between quality circles and quality focus teams [12 marks]
2. Discuss the five stages in team development while clearly indicating the major characteristics of each stage. [8 marks]
3. Explain the main ways of making teams effective and its benefits in improving quality programmes in today’s organizations. [10 marks]

**QUESTION TWO**

1. Assuming you have been invited for an interview for a management position. Explain five (5) issues you will consider in preparing for the interview. [10 marks]
2. Explain five (5) reasons why employees may resist change initiative in the public sector [10 marks]

**QUESTION THREE**

1. Discuss the eight criteria as defined by the European Foundation for [Quality Management](https://www.brighthubpm.com/methods-strategies/71061-major-characteristics-of-tqm/) (EFQM) Model. [16 marks]
2. Mentions and describe the Crosby’s four absolutes [4 marks]

**QUESTION FOUR**

1. Assume you’re a member of a panel which is evaluating a public presentation on ‘ the status of devolution in Kenya’’ explain five(5) factors to consider when evaluating the presentation [10 marks]
2. Explain ways in which quality can be measured [5 marks]
3. Explain categories of Total quality management [5 marks]

**QUESTION FIVE**

1. Discuss the relevance of each of the following to quality planning
2. The P-D-C-A checks Act Cycle. [6 marks]
3. The Juran Trilogy [14 marks]