The Co-operative University of Kenya

HCOM2306 TOTAL QUALITY MANAGEMENT

Date: June 2018

Answer Question ONE and any other TWO QUESTIONS.

Question 1

This question consists of a case study with questions indicated at the end. The marks for each question are indicated also.

Kipande Chemical Company (KCC) has grown to multi-million of Shillings Company was founded in the 1980. It manufactures and markets over 400 chemicals, fibres and plastics for more than six hundred customers around East Africa. KCC products are evident in a wide variety of consumer goods such as beverage bottles, food packages, flooring material window cleaners, medical packaging and electronic packages and hundreds more.

One of the most important aims for KCC is meeting customer needs with high quality product and services. In the early 2000s the company lost market share of major products and began searching for new ways of doing business. The company was forced to focus on its customers to understand their needs and work towards meeting the. KCC gradually developed quality management values, systems and processes. Along the way the company used Malcom Baldrige Criteria for self-assessment and sought advice and support from quality management experts and other Baldridge Award winners to learn from them. Today quality management principles and techniques are knitted throughout the company’s business activities. Quality teams are well established at KCC and are viewed by management and employees alike as the most effective means to execute to execute the company’s quality strategy. A net-work of interlocking teams led by practically all employees in the team and quality improvement processes. Each team uses company’s quality activities and anticipates needs of both internal and external customers to define key processes and measures to continually improve.

KCC encourages innovation and creativity and provides structured ways to link ideas to for new products with corporate business plans. Through KCC innovation processes a team of employees from various areas such as business, sales research, engineering and manufacturing, shepherds a product idea from inception to market. Customers’ needs are considered early and then validated and revalidated. In 2012 KCC averaged 23% of sales from new products commercialized within the last five years.

Required:

a) Identify the key principles of total quality management in Kipande Chemical Company. (5 mks)

b) Discuss the importance of quality teams in the process of quality improvement processes. (6 mks)

c) Explain how an organisation can develop and maintain effective teams. (6 mks)
d) There are several quality improvement techniques. Explain how KCC could have used Benchmarking for quality improvement. (5 mks)

e) In developing new products and services in KCC what steps were used to ensure organisational competitiveness? (8 mks)

**Question 2**

Customer satisfaction is key but also challenging for any organisation to be competitive in the market place. Describe the different methods organisations use to identify customer satisfaction. (6 mks)

a) What determines customer satisfaction? (4 mks)

b) Do you agree with Juran’s statement that quality is free? Discuss (5 mks)

c) Quality is defined differently according to diverse approaches. Explain five aspects that stand out in the definition of quality in general. (5 mks)

**Question 3**

Quality tools are important for organisation to measuring and monitoring indicators of successful total quality implementation in the organisation. Define some of the tools you would recommend for organisations to use in this process. (10 mks)

Explain also factors that would indicate quality improvement in an organisation. (10 mks)

**Question 4**

Deming was the forerunner of total quality management implemented in Japan. Expound on Deming’s points that provide management with a sense of direction and implication in quality management. (10 mks)

a) Discuss Crosby’s principle approach to quality steps to implement quality improvement programmes and achieve zero defect goals. (10 mks)