



**MANICALAND STATE UNIVERSITY  
OF  
APPLIED SCIENCES**

**FACULTY OF AGRIBUSINESS AND COMMERCE**

**DEPARTMENT OF BUSINESS MANAGEMENT**

**TOTAL QUALITY MANAGEMNT**

**MODULE CODE: HTM 411**

**SESSIONAL EXAMINATIONS**

**SEPT/OCT 2021**

**DURATION: 3 HOURS**

**EXAMINER: MR S SIZIBA**

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***INSTRUCTIONS***

- 1. Answer all questions in Section A and any three questions in Section B.*
  - 2. Section A carries 40 marks whilst Section B carries 60 marks.*
  - 3. Total marks 100.*
  - 4. Credit will be given for appropriate use of examples.*
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## SECTION A: (Compulsory)

*(Answer all questions in this section. Section A carries 40 marks)*

### Question 1

Delta Plastics, is a registered company specializing in the design and manufacture of plastic containers, primarily for kitchen and household use. Their products were sold through merchandise retailers and were recognized for high quality. Delta also had an active Research & Development group that is continuously working to develop new plastic materials and new product designs. Delta is a recognized industry leader and is currently focusing on increasing brand recognition and market share.

Exactly one month after production began, Leah the production manager sat at her desk looking at the latest production quality report. The report showed weekly defects for products made with the new material (dubbed by marketing as “super plastic”) versus the standard material. Leah knew she needed to conduct a better analysis of the data to see whether there were indeed differences in defects between the two materials. She is very nervous and worried. Even if there were differences in quality, he was not sure what actions to take.

### Required

- a) Define the terms **defect** and **quality** as used in the passage. ( 6 marks)
- b) Explain the role of leadership in achieving TQM in an organisation like Delta Plastics. (10 marks)
- c) Critically demonstrate how the application of the Kaizen concept can be used in improving quality within Delta Plastics. (10 marks)
- d) Highlight and discuss barriers to TQM implementation in the context of Zimbabwean organisations. (14 marks)

**Total [40 marks]**

**Section B: (60 marks)**

*Attempt any three questions*

**Question 2**

Explain the contribution of each of the following elements in Total Quality Management and how each help in achieving quality in a named organisation.

- a) Customer focus (5 marks)
- b) Strategic and systematic approach. (5marks)
- c) Learning culture. (5marks)
- d) Teamwork. (5marks)

**[Total marks 20 marks]**

**Question 3**

Deming is well known in Quality circles for his famous 14 points. Briefly explain the application of some of his points as stated below achieving TQM in service organisations:

- i. Institute training ( 5 marks)
- ii. Adopt and Institute Leadership (5marks)
- iii. Eliminate Numerical quota for the workforce (5 marks)
- iv. Break barriers between Employees ( 5 marks)

**[Total 20 marks]**

#### **Question four**

Critically discuss various types and causes of quality external failure costs and how an organization can reduce them. **(20 marks)**

#### **Question 5**

a) Compare and contrast the features of services and those of tangible products in as far as total quality is concerned. **( 10 marks)**

b) Discuss using examples how establishing and sustaining good relationships between the supplier and the buying organization assist in achieving TQM.

**( 10 marks)**

**[Total marks 20 marks]**

#### **Question 6**

Critically review the application and contribution of “Six Sigma” in achieving TQM objectives in Zimbabwean service sector. **(20 marks)**

**END OF PAPER!**