



# MANICALAND STATE UNIVERSITY OF APPLIED SCIENCES

## FACULTY OF AGRIBUSINESS AND COMMERCE

DEPARTMENT: BUSINESS MANAGEMENT

MODULE: TOTAL QUALITY MANAGEMENT

CODE: HTM

SESSIONAL EXAMINATIONS

NOVEMBER 2022

DURATION: 3 HOURS

EXAMINER: MR. S. MUPARANGI

---

### INSTRUCTIONS

1. Answer **All** questions in Section A
  2. Answer **any three** questions in Section B
  3. Start a new question on a fresh page
  4. Total marks 100
  5. Credit will be given for appropriate use of examples
- Additional material(s): Scientific Calculator**
-

## SECTION A: COMPULSORY

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

**Question 1 Read the following case study and answer the questions that follow**

### **Tiger Brands Recalls Purity baby powder**

ZIMBABWE is on high alert after reports that a South African Purity baby product has been found to contain traces of toxic asbestos. Health and Child Care ministry secretary Jasper Chimedza warned members of the public to be on the lookout for the product. In a statement on October 7, Chimedza said the Purity Essential Baby Powder from Tiger Brands of South Africa contained unacceptable levels of asbestos which cause a rare cancer called mesothelioma.

“Tiger Brands of South Africa is recalling Purity Essential Baby Powder from shops. The product contains unacceptable levels of asbestos which cause a rare cancer called mesothelioma. The traces were recently detected in test samples prompting the recall of the product. The following packages are recalled: Purity Essentials Baby Powder/Purity & Elizabeth Anne’s Essentials Baby Powder (100g) Code 6009523601859, Purity Essentials Baby Powder(200g) Code 6009523601866, Purity Essentials Baby Powder(400g) Code 6009523601828 and Purity & Elizabeth Anne’s Fresh Baby Powder(400g) Code 6009523604515,” the statement from Tiger Brands read.

Chimedza warned that given that there are a significant number of products in Zimbabwe’s supermarkets that are sourced from South Africa, there was a high possibility that some batches of the baby powder in question could already be in Zimbabwe.

“These products should be removed from the shelves or intercepted at points of entry,” Chimedza said. After extensive de-industrialisation in the aftermaths of a protracted economic crisis, Zimbabwe has increasingly relied on imports from South Africa to cater for its growing population. Tiger Brands’ products has a huge presence on the domestic market.

**Adapted from the independent:**

**Required:**

- a) Using your knowledge of TQM, apply the Ishikawa diagram in explaining issues behind quality problems at Tiger brands. (10 Marks)
- b) Discuss cost implications relating to quality after this quality mishap at Tiger brands. (10 marks)
- c) Apply Juran trilogy in quest to prevent future quality complications at Tiger Brands. (10 marks)
- d) Adopt a quality philosophy for Tiger brands which can be used to support manufacturing of quality products. (10 marks)

**[Total marks:40]**

## SECTION B

*(Answer any 3 questions from this section. Each question carries 20 marks)*

### Question 2

Without any shroud of doubt, standardizing the hotel and tourism activities is tantamount to pouring loads of rigidity and bureaucracy without value. Discuss

**[20 Marks]**

### Question 3

Quality is nebulous, tenuous, and vague. Its existence as a concept is shrouded in confusion (Muparangi 2020). Discuss using relevant practical examples from the tourism and hospitality sector.

**[20 marks]**

### Question 4

Situated 30 km from the CBD of Harare, Dororo Hotel has grown in lips and bounds. At the centre of its growth strategy was consented efforts to revamp infrastructure. Massive digitalization of the hotel has been witnessed over the past 5 years. Old model machines have been substituted with more recent models. During the strategy review meeting, Tryon foods who are the main source of the hotel groceries and linen were invited to attend as guests. The strategy review meeting extended the firm's decision to give departments and key employees autonomy in as far as operational decisions are concerned.

#### **Required:**

Discuss the significance of key efforts to achieve total quality management at Dororo Hotel.

**[20 marks]**

### **Question 5**

Feathers are flying once again in the rivalry between Chicken Inn and Chicken Slice. This time, Chicken Inn is crying foul over what it sees as its rival's trademark infringement. In a court filing, Chicken Inn says it hatched the "Luv dat chicken" trademark back in 1987, only for Chicken Slice, a spring chicken in the business, to this year start using the word "luv" in its own branding. It seems Chicken slice has been copying everything from chicken inn from outlet set up to marketing strategy. Perhaps this is just an acknowledgement that Chicken inn are the pacesetters in this game.

#### **Required:**

Deduce Total Quality Management (TQM) mechanism being applied at Chicken slice and expound its significance to the success of the business. **[20 Marks]**

### **Question 6**

Using an organisation you were attached at as a reference, apply the gap analysis model to narrate how perceived quality is governed by the magnitude and direction of the gap between customers' expectations and their perceptions of the service.

**[20 Marks]**

**END OF EXAMINATION**