



MANICALAND STATE UNIVERSITY OF APPLIED SCIENCES

FACULTY OF AGRIBUSINESS AND APPLIED SOCIAL SCIENCES

DEPARTMENT: APPLIED BUSINESS SCIENCES

MODULE: QUALITY MANAGEMENT/TOTAL QUALITY MANAGEMENT

CODE: BMAN 425/ HTM411

SESSIONAL EXAMINATIONS

JUNE 2023

DURATION: 3 HOURS

EXAMINER: MR. B. MUTANDA

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): None.

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

SAMSUNG: GALAXY NOTE 7 SAGA

In 2016, Samsung's Galaxy Note 7 smartphones were catching fire and exploding due to a battery malfunction. Sales were down by 15% because of the issue for Samsung users around the world. One instance may have caused the burned home of a South Carolina family, but thankfully no one was home at the time of the fire. The company faced waves of negative comments because of the dangerous and threatening problem. But Samsung bounced back through persistent efforts. The first step was to get rid of all phones in circulation. The company recalled the Note 7, stopped sales and shipments, refunded users, and provided exchanges for the phones. It turns out that the replacements ended up having the same issue, so Samsung then recalled those, too.

The company took full responsibility for their problem. A team of researchers tested phones and batteries in every extreme condition so they could pinpoint the error. Once it did, Samsung announced where things went wrong; the phone batteries were too big for their casing, causing them to overheat. It also announced rolling out a quality assurance programme and other safety features. Samsung focused on gaining back trust by reminding users why they should love the brand. It changed its internal culture since it had a brand identity that "lacked warmth and humanity." The company developed its tagline "Do What You Can't," creating a common vision for all its consumers. This new campaign centered around the link between phones and

content creators. They brought on popular YouTube, Casey Neistat, and debuted their new personality during an Oscar's commercial.

Required:

- a) With reference to the Samsung case, why should management care about the quality of its products? (8 marks).
- b) In order to solve quality problems in the company, Samsung rolled out a quality assurance programme. Briefly explain quality assurance methods Samsung could have used to ensure quality smart phones from the programme (8 marks)
- c) Examine any two (2) costs of producing poor quality products with reference to the case. (9 marks)
- d) As a Quality Management expert advise Samsung on dimensions of product quality according to David A. Garvin. (15 marks)

[Total marks: 40]

SECTION B

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

Question 2

- a.) The Standard Association of Zimbabwe (SAZ) is the National Standards Body for Zimbabwe formed in 1957 and incorporated in 1960. Outline the functions of the Standard Association of Zimbabwe (SAZ). (10 marks)
- b.) Explain the reasons why a business organisation must get ISO certification for

its products.

(10 marks)

[Total: 20 Marks]

Question 3

a.) What is the role of Poka Yoke in quality enhancement? (8 marks)

b.) Evaluate the significance of quality circles in promoting quality within an organisation of your choice (12 marks)

[Total: 20 Marks]

Question 4

a.) Write short notes on the following: competitive benchmarking, internal benchmarking and generic benchmarking (8 marks)

b.) Evaluate the role played by benchmarking in enhancing product quality in an organisation (12 marks)

[Total: 20 marks]

Question 5

Total Quality Management demands that the principles of quality management must be applied at every level, every stage and in every department of the organization. The idea of Total Quality Management philosophy must also be enriched by the application of sophisticated quality management techniques- (Jens J. Dahlgaard 2002).

a.) Explain the 7 principles/elements of Total Quality Management. (15 marks)

b.) Briefly explain why a Kaizen blitz/ Kaizen event is of great significance to an organisation seeking to achieve its objective of quality services or goods.

(5 marks)

[Total: 20 Marks]

Question 6

Discuss the costs associated with quality within an organisation (20 marks)

[Total: 20 Marks]

END OF EXAMINATION