



# MANICALAND STATE UNIVERSITY OF APPLIED SCIENCES

FACULTY OF AGRIBUSINESS AND APPLIED SOCIAL SCIENCES

DEPARTMENT: BUSINESS MANAGEMENT

MODULE: QUALITY MANAGEMENT/TOTAL QUALITY MANAGEMENT

CODE: BMAN 425/ HTM411

SESSIONAL EXAMINATIONS

DECEMBER 2023

DURATION: 3 HOURS

EXAMINER: MR. B. MUTANDA

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## 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.*

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## SECTION A: COMPULSORY

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

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

### **QUESTION 1: JOHNSON & JOHNSON LAWSUIT**

Johnson & Johnson must pay \$18.8m to a California man who said he developed cancer from exposure to its baby powder, a jury decided on Tuesday, a setback for the company as it seeks to settle thousands of similar cases over its talc-based products in US bankruptcy court. The jury ruled in favor of Emory Hernandez Valadez, who filed a lawsuit last year in California state court in Oakland against J&J, seeking monetary damages. Hernandez, 24, has said he developed mesothelioma, a deadly cancer, in the tissue around his heart as a result of heavy exposure to the company's talc since childhood. The jury found that Hernandez was entitled to damages to compensate him for his medical bills and pain and suffering, but declined to award punitive damages against the company. J&J vice president of litigation Erik Haas said in a statement that the company would appeal the verdict, calling it "irreconcilable with the decades of independent scientific evaluations confirming Johnson's Baby Powder is safe, does not contain asbestos and does not cause cancer". Tens of thousands of plaintiffs have sued, alleging that J&J's baby powder and other talc products sometimes contained asbestos and caused ovarian cancer and mesothelioma. J&J has said its talc products are safe and do not contain asbestos, which has been linked to mesothelioma. However, the Quality Director in Johnson & Johnson suggested the introduction of a *Poka Yoke* system as a strategy for fostering quality and avoid further law suits.

**Required:**

- a) Briefly explain the phrase *'poka yoke'* indicating how Johnson & Johnson can use it to foster the quality of its products (5 marks)
- b) Highlight steps Johnson & Johnson's production departments should consider in implementing a *'poka yoke'* quality enhancement system (10 marks)
- c) As a Quality Management expert, advise Johnson and Johnson on how they can ensure quality products from their production line (10 marks).
- b) Besides lawsuits, explain in detail other costs associated with poor quality products to Johnson & Johnson Production and Operations Director (15 marks)

[Total marks: 40]

**SECTION B**

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

**Question 2**

*“Quality is never an accident; it is always the result of high intention, sincere effort, intelligent direction and skillful execution; it represents the wise choice of many alternatives”*. Discuss. (20 marks)

**Question 3**

Discuss the tenets of Total Quality Management indicating how each contribute to quality products in the organisation (20 marks)

**Question 4**

Evaluate the role played by benchmarking in enhancing product quality in an organisation (20 marks)

**Question 5**

With reference to an organisation of your choice, use the Gap Model to explain various deviations that are occurring in the process of service delivery to potential customers. (20 marks)

**Question 6**

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

**END OF EXAMINATION**