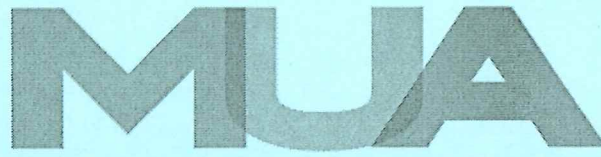


The
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DIPLOMA UNIVERSITY EXAMINATIONS
SCHOOL OF MANAGEMENT AND LEADERSHIP
DIPLOMA IN ENTREPRENEURSHIP

DES 104 : QUALITY PRODUCTION AND SERVICE IN ENTREPRENEURSHIP

DATE: 28TH MARCH 2022

DURATION: 2 HOURS

MAXIMUM MARKS: 70

INSTRUCTIONS:

1. Write your registration number on the answer booklet.
2. **DO NOT** write on this question paper.
3. This paper contains **SIX (6)** questions.
4. Question **ONE** is compulsory.
5. Answer any other **FOUR** questions.
6. Question **ONE** carries **30 MARKS** and the rest carry **10 MARKS** each.
7. Write all your answers in the Examination answer booklet provided.

QUESTION ONE

Read the Case Study below carefully and answer the questions that follow:

At the end of 2009, Toyota was a clear and differentiated leader in the auto industry. Yet, within months, it had to recall over 8 million vehicles worldwide to address issues of “unintended acceleration,” suspend production of some of its most popular models, testify before Congress, and face the national limelight. Analysts estimated that costs from its recall crisis would top \$5 billion and sales slid by 16 percent.

Action

Toyota turned to BSG for help navigating its recall crisis, which struck at the heart of its brand identity as the leader in safety and reliability. Led by its crisis and issue management team, BSG immediately conducted a brand risk assessment and messaging study to develop a recovery plan.

Specifically, BSG:

- Conducted an issue awareness and impact study, followed by tri-weekly tracking polls.
- Rigorously tested messages and communications among key audiences.
- Developed a communications blueprint to help Toyota leverage its strongest attributes while also identifying new messaging opportunities.
- Developed and co-implemented a Brand Reputation Rebuilding Strategy that drew upon BSG’s multi-phased research program that uncovered the underlying drivers of opinion across a series of key stakeholders.
- Assessed consumers’ attitudes and found that stakeholders felt a sense of “betrayal.” It was Toyota—the company, not the vehicles—that suffered the greatest erosion.
- Discovered through research that regaining trust was going to take time and effort, but with the right message and actions, trust could be rebuilt.

Results

- Since the recall, Toyota has regained its position as the world’s best-selling car manufacturer, becoming the first to sell 10 million vehicles within a 12-month period.
- Based on our strategic insights, Toyota continued leveraging quality, durability, and reliability to help drive corporate reputation; addressed safety in a forward-looking way; and added a “humanistic” dimension to consumers’ image of auto companies.
- BSG continues to serve as a top strategic partner for Toyota and is instrumental in corporate reputation rebuilding efforts and communication strategies.

Required:

- (a) citing the case study explain customer expectation and service quality in relation to the recall (10 Marks)

- (b) using the case study explain a failure modes and effects analysis (FMEA) (10 Marks)
- (c) Discuss the importance of product traceability and recall procedures. Why is product traceability considered an important consumer safety issue (10 Marks)

QUESTION TWO

- (a) State nine dimensions of quality (5 Marks)
- (b) Discuss customer Perception of Quality (5 Marks)

QUESTION THREE

- (a) Explain the concept of Total Quality Management (TQM) (5 Marks)
- (b) Describe the 7 Quality Control (QC) tools used in quality management (5 Marks)

QUESTION FOUR

- (a) Briefly describe the four levels of ISO 9000 hierarchy (5 Marks)
- (b) Explain the theoretical basis for Six Sigma quality (5 Marks)

QUESTION FIVE

- (a) Explain the goals of Total Productive Maintenance(TPM) (5 Marks)
- (b) Explain what an effective quality leader needs to know (5 Marks)

QUESTION SIX

- (a) Define the duties of a quality council (5 Marks)
- (b) Define benchmarking. Identify two major types of benchmarking. (5 Marks)

