

**BOTSWANA COLLEGE OF DISTANCE AND OPEN LEARNING**

**In collaboration with  
THE COMMONWEALTH OF LEARNING**

**Commonwealth Executive Master of Business Administration**

**QUALITY MANAGEMENT**

**QM321**

**Sessional Examination**

**Marks: 100**

**Time Allowed: 3 hours**

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**Instructions**

1. This paper comprises of **Two** Sections: A and B.
2. Answer **all** questions in section A and any **three** in B.
3. Answer questions according to instructions given in each section.
4. Write answers in the answer booklet provided.
5. Write in grammatical English.

SECTION A: Case study.

[40 marks]

Answer ALL questions from this section.

Read the following case study and answer all the questions that follow.

### Hitting the right notes: Santa Cruz Guitar Co

For companies further removed from the long-term satisfaction of customers, it's easier to let quality control slide. Yet there are plenty of ways in which growing manufacturers can pursue both quality and sales volumes simultaneously. Artisan instrument makers the Santa Cruz Guitar Co (SCGC) prove a salient example. Although the California-based company is still a small-scale manufacturing operation, SCGC has grown in recent years from a basement operation to a serious business.



14

Craftsmen employed by SCGC

300

Custom guitars produced each year

Owner Dan Roberts now employs 14 expert craftsmen, who create over 800 custom guitars each year. In order to ensure the continued quality of his instruments, Roberts has created an environment that improves with each sale. To keep things efficient (as TQM must), the shop floor is divided into six workstations in which guitars are partially assembled and then moved to the next station. Each bench is manned by a senior craftsman, and no guitar leaves that craftsman's station until he is 100 percent happy with its quality. This product quality is akin to a traditional assembly line; however, unlike a traditional, top-to-bottom factory, Roberts is intimately involved in all phases of instrument construction.

Utilising this dotting method of quality management, it's difficult to see how customers wouldn't be satisfied with the artists' work. Yet even if there were issues, Roberts and other senior management also spend much of their days personally answering web queries about the instruments. According to the managers, customers tend to be pleasantly surprised to find that the company's senior leaders are the ones answering their technical questions and concerns. While Roberts has no intentions of taking his manufacturing company to industrial heights, the quality of his instruments and high levels of customer satisfaction speak for themselves; the company currently boasts one lengthy backlog of orders.

### Question 1

Develop a Total Quality Management programme for SCGC citing examples from the case and also from your organisation. The programme should address the following concepts:

- a) Customer focus and satisfaction. **(15 marks)**
- b) Continuous improvement. **(15 marks)**
- c) Teamwork. **(10 marks)**

**SECTION B - Essay-type questions.****[60 MARKS]**

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

**Question 1**

Organisations have gone through a cultural change from old to new cultures that assist them to provide excellence to customers.

Select any **four (4) quality** elements and show how they are applied through new cultures in your organisation to ensure high quality products/service to customers. **(20 marks)**

**Question 2**

Mintzberg's (1971) observations indicated that managers or leaders behaviours could be classified into three basic categories – interpersonal, informational and decisional. Evaluate the performance of your leader at your organisation focusing on two interpersonal roles, two decisional roles, and one informational role. **(20 marks)**

**Question 3**

Quality management gurus have identified forces in the external environment which can help or hinder the organisation from organising and achieving its quality goals.

As a Quality Manager in your organisation, choose **five** of these external environmental forces and explain how they have affected quality of your products and service. **(20 marks)**

**Question 4**

An organisation possesses different types of customers such as indirect customers, external customers, end users/consumers, false customers, and internal customers. Analyse the importance of the following customer categories in maintaining the quality of products/services in your organisation:

- i) Indirect customer
- ii) End user/consumer
- iii) Internal customer

**(10 marks)**

b). An organisation needs tools to help it identify quality problems and plan corrective action. Use the following tools to identify quality problems in your organisation

- i) Check sheet **(3 marks)**
- ii) Histogram **(3 marks)**
- iii) Pareto chart **(4 marks)**

***END OF THE PAPER***