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KIRIRI WOMENS' UNIVERSITY OF SCIENCE AND TECHNOLOGY
UNIVERSITY EXAMINATION, 2024/2025 ACADEMIC YEAR
THIRD YEAR, FIRST SEMESTER EXAMINATION
FOR THE DEGREE OF BACHELOR OF SCIENCE
(BUSINESS ADMINISTRATION)

Date: 11th April, 2024
Time: 2.30pm –4.30pm

KGM 401 - IMPLEMENTING TOTAL QUALITY

INSTRUCTIONS TO CANDIDATES

ANSWER QUESTION ONE (COMPULSORY) AND ANY OTHER TWO QUESTIONS

QUESTION ONE (30 MARKS)

KWANZA REGIONAL HOSPITAL (KRH)

Kwanza Regional Hospital is a public health facility based in Mwanza, Kenya. Among other important medical treatments, it specializes in kidney transplants and cancer treatment. It has a staff of 250 people, which includes both temporary workers and well-known medical specialists. KRG has been dealing with serious customer issues, which have resulted in several fatalities and the closure of several important departments. Faced with these challenges among them patient dissatisfaction, medical errors, and operational inefficiencies, the hospital committed to a TQM journey to revolutionize healthcare delivery. At the core of the TQM initiative was the adoption of Total Quality Control (TQC), emphasizing the involvement of all staff members in patient care. Quality circles, comprising professionals from diverse disciplines, were established to address and discuss quality issues regularly. This decentralized approach empowered frontline staff to actively seek feedback, resulting in swift responses to patient needs. Rigorous training programs on infection control and patient safety further contributed to a reduction in hospital-acquired infections and improved patient satisfaction. The KRG hospital management embraced the Kaizen methodology, fostering a culture of continuous improvement. Regular events brought cross-functional teams together to analyze workflows, identify bottlenecks, and propose enhancements, optimizing both clinical and administrative processes. Technology adoption, including electronic health records (EHR) and advanced diagnostic tools, streamlined information flow, reduced errors, and enhanced overall patient care. The TQM philosophy extended to partnerships with pharmaceutical suppliers, reducing medication errors and enhancing patient safety. Systematic process improvement initiatives, employing Six Sigma methodologies, targeted emergency room processes, surgical procedures, and patient discharge protocols. The DMAIC framework facilitated significant improvements in process efficiency, reducing wait times in the emergency room, enhancing surgical outcomes, and smoothing patient transitions. The results were substantial, with a 25% increase in patient satisfaction scores, a 30% decrease in medical errors, and a 20% improvement in operational efficiency. The hospital witnessed a positive shift in staff morale, attributed to their involvement in quality improvement initiatives. Financially, there was a reduction in the cost of preventable medical errors and rehospitalizations, contributing to a 15% increase in overall cost-effectiveness. By integrating principles such as total quality control, continuous improvement, TQM philosophy, and process improvement, the regional hospital not only addressed existing challenges but also established itself as a provider committed to exceptional and patient-centric care.

TQM, when embraced with dedication and a patient-focused mindset, becomes a catalyst for positive change, fostering a culture of excellence and continuous improvement in the healthcare sector.

Required;

- a) Explain the challenges Kwanza Regional Hospital (KRG) encountered and how they came to decide to use Total Quality Management (TQM). (5 Marks)
- b) Describe the core idea of KRG's TQM initiative and how staff participation in patient care is emphasized. (5 Marks)
- c) Explain how the hospital gave its front-line workers the freedom to aggressively seek out patient feedback and promptly address their needs. (5 Marks)
- d) Analyze the frameworks and techniques used in KRG's systematic process improvement initiatives, as well as the particular areas they were intended to enhance. (5 Marks)
- e) Evaluate the factors that contributed to KRG's notable outcomes after using TQM, Six Sigma techniques, and process improvement programmes. (5 Marks)
- f) Describe how KRG's patient care has improved as a result of the use of technology, particularly electronic health records (EHR) and cutting-edge diagnostic technologies (5 Marks)

QUESTION TWO (20 MARKS)

- a) "Quality charts and graphs are critical to management's quality control process because they are visual aids for data visualization that support decision-making, monitoring, and continuous improvement." Examine the benefits of utilizing high-quality graphs and charts in relation to the above statement. (8 Marks)
- b) Explain the Continuous Improvement stage of a typical quality assurance process in a commercial establishment. (8 Marks)
- c) You've been requested to come up with a presentation on the benefits of benchmarking for a forthcoming quality control symposium. Prepare talking points for the presentation. (4 Marks)

QUESTION THREE (20 MARKS)

- a) The Six Sigma methodology seeks to reduce errors, increase productivity, and improve overall corporate performance through a data-driven approach to process optimization. Describe the primary goals of the measure phase. (8 Marks)
- b) Evaluate the organizational barriers to quality improvement. (6 Marks)
- c) Assume that you are a quality assurance manager of ABC Limited, analyze the benefits of kaizen to organizations. (6 Marks)

QUESTION FOUR (20 MARKS)

- a) Explain the strategies for fostering a culture of quality within a company. (8 Marks)
- b) Examine strategies for enhancing teamwork and communication within a group. (6 Marks)
- c) Effective change management requires proactive planning, open communication, stakeholder involvement, and a focus on creating a flexible and positive organizational culture. With regard to the aforementioned sentence, describe the various types of changes. (6 Marks)

QUESTION FIVE(20 MARKS)

- a) Examine the management systems that contemporary organizations can integrate with overall quality management. (8 Marks)
- b) Explain the difficulties that modern organizations face with total quality management. (6 Marks)
- c) Assess the advantages of lean manufacturing in modern businesses. (6 Marks).