

2803/201

INDUSTRIAL ORGANIZATION,  
MANAGEMENT I AND QUALITY  
CONTROL I

Oct./Nov. 2019

Time: 3 hours



THE KENYA NATIONAL EXAMINATIONS COUNCIL

DIPLOMA IN FASHION DESIGN AND CLOTHING TECHNOLOGY

MODULE II

INDUSTRIAL ORGANIZATION, MANAGEMENT I AND  
QUALITY CONTROL I

3 hours

**INSTRUCTIONS TO CANDIDATES**

*This paper consists of TWO sections; A and B.*

*Answer any THREE questions from section A and any TWO questions from section B in the answer booklet provided.*

*Maximum marks for each part of a question are as indicated.*

*Candidates should answer the questions in English.*

**This paper consists of 3 printed pages.**

**Candidates should check the question paper to ascertain that all the pages are printed as indicated and that no questions are missing.**

**SECTION A: INDUSTRIAL ORGANIZATION AND MANAGEMENT I (60 marks)**

Answer any **THREE** questions from this section.

1. (a) Explain **four necessities** of having control measures in production. (8 marks)
- (b) Explain **four benefits** of training employees. (8 marks)
- (c) Outline **four responsibilities** of a line supervisor. (4 marks)
2. (a) Explain **four factors** which determine the span of control in management. (8 marks)
- (b) Outline **six reasons** for centralizing authority in an organization. (6 marks)
- (c) Describe **three situations** in which *laissez-faire* leadership style may be most suitable. (6 marks)
3. (a) Outline **six advantages** of mass production. (6 marks)
- (b) Explain **four situations** in which the job production system would be the best choice. (8 marks)
- (c) Highlight **four basic requirements** for production. (6 marks)
4. (a) Explain **five characteristics** of a suitable plant layout. (10 marks)
- (b) Explain **four advantages** of delegation as a training method. (8 marks)
- (c) Explain the term 'materials handling' as applied in manufacturing industries. (2 marks)
5. (a) Explain **five objectives** of materials handling system in production. (10 marks)
- (b) Highlight **four effects** of poor leadership in an organization. (6 marks)
- (c) Outline **four ways** of maintaining a motivated work force. (4 marks)

**SECTION B: QUALITY CONTROL I (40 marks)**

Answer any **TWO** questions from this section.

6. (a) Explain **five** causes of variations in quality during production. *(This is organized activities involving everyone in the company - managers and workers in total)* (10 marks)
- (b) (i) Explain the term 'total quality control'. (2 marks)
- (ii) Outline **eight** benefits of total quality control in a manufacturing organization. (8 marks)
7. (a) Explain **five** stages at which quality control can be conducted during garment production. (10 marks)
- (b) Explain **five** ways in which a quality controller can improve standards in an organization. (10 marks)
8. (a) Explain **three** sources of specifications for production. (6 marks)
- (b) Distinguish between the following:
- (i) first quality and quality first time; (4 marks)
- (ii) internal failure cost and external failure cost. (4 marks)
- (c) Explain **three** advantages of preventive quality control approach. (6 marks)

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- (7) Set your quality standard - in some industries, you may have to meet quality standard. Each department of your business will have different quality standard.
1. Decide which quality standards to focus on.
  2. Create operational process to define quality.
  3. Review your plans.
  4. Get feedback.
  5. Make improvements - once you're meeting your quality control standards.