



MUEO

MOI UNIVERSITY

**OFFICE OF THE DEPUTY VICE CHANCELLOR, ACADEMIC
AFFAIRS, RESEARCH & EXTENSION
UNIVERSITY EXAMINATIONS
2023/2024 ACADEMIC YEAR**

**END OF SEMESTER EXAMINATIONS
FOR THE DEGREE OF
BACHELOR OF CIVIL AVIATION MANAGEMENT**

EXAM CODE: BCM 323

COURSE TITLE: QUALITY MANAGEMENT SYSTEMS IN AVIATION

DATE: 18TH DECEMBER 2023

TIME: 9.00AM-12.00PM

INSTRUCTION TO CANDIDATES

➤ SEE INSIDE.

THIS PAPER CONSISTS OF (1) PRINTED PAGE

PLEASE TURN OVER

BCM 323 - QUALITY MANAGEMENT SYSTEMS IN AVIATION

INSTRUCTIONS: ANSWER QUESTION ONE AND ANY OTHER THREE QUESTIONS.

SECTION A - COMPULSORY

Q. 1 (a) Outline the Certification process for a typical Quality Management System.

[8 Marks]

(b) You have been engaged as a Project Manager to develop a QMS for an airline. You are required to carry out a gap analysis to determine if gaps exist between the current system of procedures and documentation and a QMS that is ISO 9001 compliant. Use the Quality Gap Analysis Model to carry out this task. Outline the application of each of the steps

[14 Marks]

(c) Discuss the elements of performance objectives that may be used to evaluate performance of a flight training organisation.

[8 Marks]

(d) Sketch a Service Blueprint to illustrate the operations of an airline cargo operation.

[10 Marks]

SECTION B

ATTEMPT ANY THREE QUESTIONS FROM THIS SECTION

Q. 2

Lost and misplaced baggage is the bane of many airlines. In order to eliminate the problem, Bungoma Airlines is putting into place systems to eradicate the problem. The Customer Relations department has been tasked to come up with ways of enhancing the tracking and traceability of baggage.

Discuss how the implementation of a quality management system can be used by the airline to solve the baggage problem and hence improve customer satisfaction.

[20 Marks]

Q. 3

You are the Quality Manager of Kabunde AMO. You have been tasked to determine the cost of quality during maintenance activities. You have decided to apply the activity based costing (ABC) that divides the costs into three categories: productive, corrective and preventive activities. Considering the airline as the 'external customer', highlight the costs of quality under the given ABC categories.

[20 Marks]

Q. 4

One of the key pillars of ISO 9001 QMS is the handling of non-conforming products / services. Discuss the application of Corrective Action and Preventive Action in this regard.... Discuss the documented procedures for carrying out corrective action and preventive action.... Discuss the reasons for carrying out corrective and preventive actions, and hence identify the documented procedures in each case.

[20 Marks]

Q. 5

Passenger experience has three main dimensions: Airport perspective; Operator (Airline) perspective; and Passenger perspective. Discuss the expectations in each of the perspectives and hence highlight areas that provide opportunity for enhancing customer satisfaction through provision of high quality service.

[20 Marks]

Q. 6

You have been appointed Quality Manager of Kabiyet Air Charters. You notice to your shock that personnel in the aircraft maintenance section generally do not follow procedures.

- (a) Provide some insights why personnel may not follow procedures in an organisation
- (b) Using the quality principles as a reference point, discuss how human beings affect quality management in an organisation.
- (c) Discuss the applicability of using a quality management system to manage human error in an aviation organisation.

[20 Marks]