



UNIVERSITY OF RUHUNA
FACULTY OF MANAGEMENT AND FINANCE
BACHELOR OF BUSINESS ADMINISTRATION DEGREE 3000 LEVEL
1st SEMESTER END EXAMINATION (REPEAT) (OLD SYLLABUS)
NOVEMBER/ DECEMBER 2021

HRM 3140 – HUMAN RESOURCES AND TOTAL QUALITY MANAGEMENT

Duration- Three hours

Total Marks- 70

Instructions

The question paper contains five (5) questions and ²three (3) pages.

Answer all the questions

1. I. “Total Quality Management practices need to be adopted in Sri Lankan organizations in order to enhance their business performance, such efforts face an enormous challenge due to many negative reasons. This issue is seen to be more critical in public sector organizations”

Briefly explain barriers to Total Quality Management implementation considering one of a public sector organization in Sri Lanka.

(07 Marks)

- II. “Performance measures provide useful information to decision makers about the overall performance of organizations and indicate which processes needed to be improved”.

Select two performance measurements and explain how such measures can be used to determine the organizational performance.

(07 Marks)

(Total Marks 14)

2. The term quality is a perception which differs from one organization to another. Assuming that Rainbow is an apparel manufacturing company, which is a mid-scale company and only have 6 years’ experience in the sector. Recently the manager in charge of work study department recognized an increasing rate of re-work and rejects of pieces in production lines which has led to drop the overall productivity and reduction of incentives given to sewing machine operators.

- I. Using the knowledge of seven basic tools of total quality management, draw a fishbone diagram (Ishikawa diagram) to identify the possible root causes for above problem in Rainbow Company.

(07 Marks)

II. Analyze in which ways that Rainbow could seek solutions to rectify the issue/issues identified by the fish bone diagram.

(07 Marks)

(Total Marks 14)

3. I. "Researchers revealed that Employee involvement is one approach to improve the quality of the organization. Further, Human Resource Management practices are positively associated with employees' job involvement".

Briefly explain how Human Resource Management practices and job involvement can be used to enhance quality improvement of the organization.

(07 Marks)

II. "Establishment of effective Quality circles and work teams are two forms of employee involvement".

Evaluate this statement with practical examples.

(07 Marks)

(Total Marks 14)

4. I. "The most important asset of any organization is its customers. Increasingly Sri Lankan organizations are using customer satisfaction as the measure of quality".

Discuss the above statement by considering practical examples on Sri Lankan institution.

(07 Marks)

II. Manufacturing organizations should consider value added work activities and waste areas management when implement Kaizen concept for continuous improvement.

Discuss the above statement.

(07 Marks)

(Total Marks 14)

5. Write short notes on the following.

I. Edward Deming's contribution to total quality management. (05 Marks)

II. Seven Wastes. (05 Marks)

III. International Organization for Standardization. (04 Marks)

(Total Marks 14)

***** ALL RIGHTS RESERVED *****