



**UNIVERSITY OF RUHUNA**  
**FACULTY OF MANAGEMENT AND FINANCE**

No. of Pages : 03  
No. of Questions: 05  
Total Marks :70

HRM 41413 - Human Resource and Total Quality Management

Academic Year 2022-2023

BACHELOR OF BUSINESS ADMINISTRATION HONOURS DEGREE

4000 LEVEL FIRST SEMESTER END EXAMINATION - AUGUST/SEPTEMBER 2023

Three Hours

**Instructions**

- Answer only four (04) questions including question number one (01).

1. I. What is Total Quality Management (TQM) and how does it contribute to improving product/service/process quality, and organizational performance? Provide examples from global companies to illustrate its application.

(08 Marks)

II. "ISO 9000 series and Malcolm Baldrige National Quality Award (MBNQA) is very important not only for the United States but also for other countries."  
Based on the above statement answer the questions below.

a. Explain how the Sri Lanka Standards Institution plays a significant role in implementing ISO standards within Sri Lanka.

(04 Marks)

b. Evaluate the applicability of the Malcolm Baldrige National Quality Award (MBNQA) criteria in the context of the Sri Lanka National Quality Award competition.

(04 Marks)

III. What are the different performance measures of quality management, and explain the usefulness of those measures for the service organizations in Sri Lanka?

(06 Marks)

**(Total Marks 22)**

2. You are assigned to design a training program for the staff of the Matara Divisional Secretariat focusing on enhancing customer satisfaction through the implementation of Total Quality Management practices. The program should incorporate the following aspects:

The importance of customers and types of customers, customer supplier chain, TQM and customer satisfaction, parts of service quality, customer feedback and collecting tools, complaints handling and applicability of mass customization.

You are required to apply theoretical concepts learned in this course and provide practical examples to illustrate your answer.

**(Total Marks 16)**

3. I. What is partnering and discuss why it is important for any business organization.

(03 Marks)

- II. "Ishikawa diagrams, pareto charts and scatter diagrams are three popular tools among quality management tools".

Discuss the usefulness of each tool by using practical examples from the global business world.

(06 Marks)

- III. Is the role of the Quality Council more significant than that of the coordinator of the quality council in the context of designing and implementing quality practices within an organization? Conversely, do you believe that the organization's mission and vision statements hold greater importance compared to the quality policy statement?

Discuss your response with practical examples from the Sri Lankan manufacturing industry.

(07 Marks)

**(Total Marks 16)**

4. I. How important are the seven habits of highly effective People to quality leaders to gain competitive advantages for organizations? Discuss with examples.

(05 Marks)

- II. Why do organizations need employee involvement for their success? Justify your answer using appropriate examples.

(05 Marks)

III. "Different employee involvement methods can be used to get the maximum contribution from employees based on the nature of the organization".

Discuss three employee involvement methods by evaluating the statement given.

(06 Marks)

**(Total Marks 16)**

5. Write short notes on four (04) of the following.

- I. Six important values for quality culture.
- II. Different types of sourcing
- III. Visual management practices in Sri Lankan hospitals
- IV. Total quality management practices for your life.
- V. Toyota production system

(04 Marks each)

**(Total Marks 16)**

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