



UNIVERSITY OF RUHUNA
FACULTY OF MANAGEMENT AND FINANCE

No. of Pages : 02
No. of Questions: 05
Total Marks:70

HRM 41413 – Human Resource and Total Quality Management

Academic Year 2024-2025

BACHELOR OF BUSINESS ADMINISTRATION HONOURS DEGREE

4000 LEVEL FIRST SEMESTER END EXAMINATION – AUGUST/SEPTEMBER 2025

Three Hours

Instructions

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

1. I. Define the term Total Quality Management (TQM) and critically discuss its evolution from the past to the present, highlighting the key developments and trends. (04 Marks)
 - II. Many The ISO 9000 family consists of several related standards, each serving different purposes in quality management. Describe the four main standards in the ISO 9000 family and explain why ISO 9001:2015 is considered the most important standard for organizations seeking certification. (06 Marks)
 - III. Describe the key elements of a quality policy statement and explain how organizations incorporate them into practice. Support your answer with a real-life example highlighting how a company's quality policy guides its commitment to quality, customer satisfaction, and continuous improvement. (06 Marks)
 - IV. TQM can generate sustainable competitive advantage by utilizing both market-based and resource-based theories of competitive advantage. Explain how these two complementary theories work together in TQM implementation to create and sustain competitive advantage. (06 Marks)
- (Total Marks 22)**
2. I. Explain the difference between single-sourcing and multiple-sourcing strategies in supplier relationship management by taking practical examples. Provide one advantage of each approach. (04 Marks)
 - II. The Malcolm Baldrige National Quality Award (MBNQA), established in 1987, represents a comprehensive framework for organizational excellence that has influenced quality management practices worldwide. Discuss the key components of MBNQA, and evaluate how Sri Lankan organizations could adopt MBNQA principles to achieve performance excellence. (12 Marks)

(Total Marks 16)

3. I. "Sri Lankan public service needs to change from traditional hierarchical management to a quality culture based on systems thinking." Explain how Woods' six values can help transform Sri Lankan government institutions. Use two specific examples from Sri Lankan public institutions to support your answer.

(08 Marks)

- II. "The success of Total Quality Management (TQM) largely depends on the quality of leadership within an organization. Stephen Covey's Seven Habits of Highly Effective People provides a framework of personal and interpersonal effectiveness that can guide leaders in driving TQM initiatives." Discuss the importance of Covey's Seven Habits of Highly Effective People in enabling quality leaders to direct their organizations towards achieving Total Quality Management (TQM) goals.

(08 Marks)

(Total Marks 16)

4. "Employee involvement, a core principle of TQM, emphasizes active participation at all levels in problem-solving, idea generation, and continuous improvement of processes, products, and services, often fostered through quality circles and work teams."

Critically evaluate the validity of the above statement using appropriate examples from the Sri Lankan organizational context.

(16 Marks)

(Total Marks 16)

5. Write short notes on the following.

- I. W.E Deming Contribution to Total Quality Management
- II. Mass customization to satisfy customers
- III. Visual Management as a continuous improvement technique
- IV. Cause and effect diagrams as a Quality management tool

(04 Marks each)

(Total Marks 16)
