



Inspiring Innovation and Leadership

KARATINA UNIVERSITY
UNIVERSITY EXAMINATIONS
FOURTH YEAR, SECOND SEMESTER EXAMINATIONS
2024/2025 ACADEMIC YEAR

FOR THE DEGREE OF:
BACHELOR OF HUMAN RESOURCE MANAGEMENT
COURSE CODE: BHR 422
COURSE TITLE: TOTAL QUALITY MANAGEMENT

DATE: 23/04/25

TIME: 9.00AM-11.00AM

INSTRUCTION TO CANDIDATES

- SEE INSIDE

INSTRUCTIONS

Answer Question one and any other three questions

QUESTION ONE-COMPULSORY

Read the following case study and answer the questions that follow

The customer knows best: AtlantiCare

TQM isn't an easy management strategy to introduce into a business; in fact, many attempts tend to fall flat. More often than not, it's because firms maintain natural barriers to full involvement. Middle managers, for example, tend to complain their authority is being challenged when boots on the ground are encouraged to speak up in the early stages of TQM. Yet in a culture of constant quality enhancement, the views of any given workforce are invaluable.

One firm that's proven the merit of TQM is New Jersey-based healthcare provider AtlantiCare. Managing 5,000 employees at 25 locations, AtlantiCare is a serious business that's boasted a respectable turnaround for nearly two decades. Yet in order to increase that margin further still, managers wanted to implement improvements across the board. Because patient satisfaction is the single-most important aspect of the healthcare industry, engaging in a renewed campaign of TQM proved a natural fit. The firm chose to adopt a 'plan-do-check-act' cycle, revealing gaps in staff communication – which subsequently meant longer patient waiting times and more complaints. To tackle this, managers explored a sideways method of internal communications. Instead of information trickling down from top-to-bottom, all of the company's employees were given freedom to provide vital feedback at each and every level.

AtlantiCare decided to ensure all new employees understood this quality culture from the onset. At orientation, staff now receive a crash course in the company's performance excellence framework – a management system that organizes the firm's processes into five key areas: quality, customer service, people and workplace, growth and financial performance. As employees rise through the ranks, this emphasis on improvement follows, so managers can operate within the company's tight-loose-tight process management style.

After creating benchmark goals for employees to achieve at all levels – including better engagement at the point of delivery, increasing clinical communication and identifying and prioritizing

service opportunities – AtlantiCare was able to thrive. The number of repeat customers at the firm tripled, and its market share hit a six-year high. Profits unsurprisingly followed. The firm's revenues shot up from \$280m to \$650m after implementing the quality improvement strategies, and the number of patients being serviced dwarfed state numbers.

- a) According to the case, many attempts to introduce TQM in an organization tend to fall flat. Describe the possible obstacles associated with TQM Implementation **(8marks)**.
- b) Middle managers, complained their authority was being undermined. State five roles of leadership to the successful TQM in an organization. **(5 marks)**.
- c) According to the case the firm chose to adopt a 'plan-do-check-act' cycle which revealed gaps in communication. Describe the steps in this cycle **(4 marks)**
- d) Customer satisfaction is at the Centre of TQM. Discuss **(8 marks)**

QUESTION TWO

- a) Describe the history of TQM from 1920s to date **(10 marks)**
- b) Improvement Teams are important for the success of any process improvement. State five barriers to team progress **(5 marks)**.

QUESTION THREE

- a) Employee's involvement and participation is important in the TQM process. Elucidate any five benefits of employee involvement **(5 marks)**.
- b) Discuss five conditions for the selection and evaluation of suppliers **(5 marks)**.
- c) Explain five characteristics an effective and ethical leader is supposed to have for the success of TQM implementation **(5 marks)**.

QUESTION FOUR

- a) TQM is about continually improving the quality of all processes, evaluate the advantages that accrue to organizations that practice TQM **(7 marks)**.
- b) Describe the steps of the Process Improvement Cycle that can help implement change incrementally **(8 marks)**.

QUESTION FIVE

- a) TQM is a management system for a customer-focused organization. Discuss the ten Principles/philosophy of TQM **(10 marks)**.

- b) Measuring and improving service quality can increase your organization's profits and reputation. Explain the Dimensions of Service Quality **(5 marks)**.

QUESTION SIX

- a) ISO 9001:2015 is an international organization whose purpose is to establish agreement on international quality standards. Describe six benefits of ISO 9001 certification to an organization. **(6 marks)**.
- b) Discuss the basic concepts of TQM **(9 marks)**.