

EASTERN UNIVERSITY, SRI LANKA

FACULTY OF COMMERCE AND MANAGEMENT

Second Year Second Semester Examination in BBA / B.Com 2007/08 (February – 2009)

HRM 2214: Human Resource Management

Time: 03 hours

Answer all questions

**Q1. Case Study: The Out-of-Control Interview**

Maria is a bright, popular, and well-informed Mechanical Engineer, who graduated with an Engineering degree from Moratuva university in June, 2005. During the semester preceding her graduation, she went out on many job interviews, most of which she thought were conducted courteously and were reasonably useful in giving both her and the prospective employer a good impression of where each of them stood on matters of importance to both of them.

It was, therefore, with great anticipation that she looked forward to an interview with the one firm in which she most wanted to work: Apex Environmental. She had always had a strong interest in cleaning up the environment. And firmly believed that the best use of her training and skills lay in working for a firm like Apex, where she thought she could have a successful career while making the world a better place.

The interview, however, was a disaster. Maria walked into a room in which five men – the President of the company, two Vice Presidents, the Marketing Director, and another Engineer – began throwing questions at her that she felt were aimed primarily at tripping her up rather than finding out what she could offer through her engineering skill. The questions ranged from unnecessarily discourteous (“why would you take a job as a waitress in college if you’re such an intelligent person?”) to irrelevant and sexist (“Are you planning on settling down and a starting a family anytime soon?”).

Then, after the interview, she met with two of the gentlemen individually (including the president), and the discussions forecast almost exclusively on her technical expertise. She thought that these later discussion went fairly well.

However, given the apparent aimlessness and even mean – spiritedness of the panel interview, she was surprised when several days later she got a job offer from the firm.

The offer forced her to consider several matters. From her point of view, the job itself was perfect – she liked what she would be doing, the industry, and the firm’s location. And in fact, the president had been quite courteous in subsequent discussions, as had been the other members of the management team. She was left wondering whether the panel interview had been intentionally tense to see how she’d stand up under pressure, and, if so, why they would do such a thing.

**Questions:**

- a) What are the main issues of the case and identify its causes and effects?

**(10 Marks)**

- b) Do you think the interview reflected a well-thought-out-interviewing strategy on the part of the firm or carelessness on the part of the firm’s management?

Explain your answer.

**(08 Marks)**

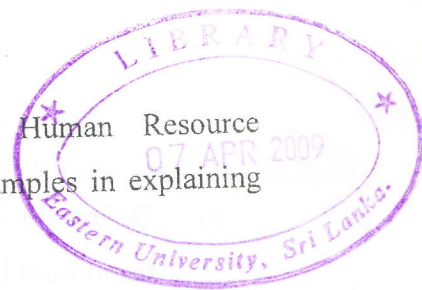
- d) Would you take the job offer if you were Maria? If you’re not sure, is there any additional information that would help you makes your decision, and if so, what is it? Explain.

**(10 Marks)**

**(Total 28 Marks)**

- Q2. a) List out the central economic challenges and objectives of Human Resource Management.

**(05 Marks)**



- b) Discuss four main external factors influencing in Human Resource Management practices in Sri Lanka . Use real world examples in explaining each factor.

**(08 Marks)**

- c) Briefly explain the approaches in Human Resource Management.

**(05 Marks)**

**(Total 18 Marks)**

- Q3. a) "In order to survive in the competitive world organizations need to train their people". What purposes does training serve to the organization? and distinguish between training and development.

**(08 Marks)**

- b) Briefly explain the factors that affecting the Job Design.

**(04 Marks)**

- c) Define the term "Job Analysis" and briefly discuss any two methods of Job Analysis.

**(06 Marks)**

**(Total 18 Marks)**

- Q4. a) Discuss the significance of recruitment in an organization.

**(04 Marks)**

- b) Most of the organizations are mainly depend on internal recruitment policy rather than external recruitment policy. Do you accept this statement? Justify your answer.

**(06 Marks)**

- c) Define the term "Human Resource Planning" and briefly explain any four techniques in demand forecasting.

(08 Marks)

(Total 18 Marks)

- Q5. a) "Assessment Center" is one of the method used by the organization in the selection process. Explain the assessment center with describing the different work sample tests.

(07 Marks)

- b) Define the term "Performance Evaluation" and list out the importance of performance evaluation in an industrial organization.

(06 Marks)

- c) Define the term "Induction" and briefly explain Why it is importance to the multi cultural organizations

(05 Marks)

(Total 18 Marks)