



Eastern University, Sri Lanka
Faculty of Commerce & Management
**Second Year Second Semester Examination in Bachelor of Business Administration/
Bachelor of Commerce 2012/13 (August 2015)**
(Proper/Repeat/Re-Repeat)

HRM 2013 Human Resource Management

Answer all Questions

Time: Three Hours

Q1. Read the case study and answer the questions given below.

Hiring and Selection Decisions at International Garment Factory

Mr. Ravi, recruiting officer for an International Garment Company in Galle has been promoted to his current position after several years of experience as a HR executive. One of his first assignments was to recruit two software design engineers, a part-time secretary for HR manager and a trailer truck driver for the first time in history of the company. After considering various recruitment alternatives, Mr. Ravi placed the following advertisement in a Sunday newspaper with a circulation in excess of 1,000,000 and on its homepage:

EMPLOYMENT OPPORTUNITIES FOR:

- ✓ SOFTWARE DESIGN ENGINEERS – 02 Vacancies
- ✓ PART TIME SECRETARY (FEMALE) – 01 Vacancy
- ✓ TRAILER TRUCK DRIVER – 01 Vacancy

Above positions are available in a company operating in a rapid growth industry. First two jobs prefer recent university graduates and third one prefers experienced drivers.

Apply today! Send your resume within 10 days.

End of the particular deadline, he had receive 831, 305 and 156 applications for software engineers part time secretary and trailer truck driver respectively. Out of 831 applications, 65 applications were received through the internet.

Mr. Ravi decided to consider the applications which he received through the internet for software engineer position by concluding that software engineers should have sent their application through the internet and conduct an online interview with them.

Mr. Ravi notices that two applicants for part time secretary positions had come from their two employees but currently both are working as contract employees and has 6 weeks experiences as a receptionist. On the interview day, he went to receptionist desk and he saw that both

employers are seated behind reception counter.

Mr. Ravi: Good Morning young ladies!

Two employees: Good Morning Sir!

Mr. Ravi: Thank you for applying for the job. I'll call both of you for the interview with the other applicants for the job. However, I need to ask some questions

Two employees: Ok sir

Mr. Ravi: Are you married ladies?

Employee A: No sir

Employee B: Yes sir. But last month I got divorced.

Mr. Ravi: Do you have children?

Employee B: Yes sir Two

Mr. Ravi: The reason to ask these question is that this job requires some travel with the CEO. Will this cause a problem to you both?

Both Employees: No Sir.

Moreover, Mr. Ravi is highly worried about the trailer truck driver selection process because this is the first time they are going to recruit a person for this position. Then he decided to ask his recruiting officer to develop a job description for the position of trailer truck driver. By using intranet facility he has sent the following note to his recruiting officer.

"You are asked to develop a job description for trailer truck driver position. Please consider the following information and other information when you are going to develop it.

The driver need to operate diesel power truck equipped with two or more driving wheels and five ranges forward speed manual transmission. These vehicles are coupled to a trailer to transport materials, merchandise, or equipment on public roads with performing driving tasks such as banking truck to loading platform, turning narrow corners, negotiating narrow passages, ways, and keeping truck and trailer under control particularly on rainy season in southern highway. And also, driver may need to handle manifest, bills of lading, and helps to loading and unloading activities".

By knowing about this open position the Director of Research and Development proposed one of his friends sons name and asked him to consider only this application because by hiring a person who has more experience more than 10 years as a truck driver can reduce training and other selection cost.

Finally, Mr. Ravi is considering the recruitment costs and fill the open position as early as possible and he decided to conduct an interview with the 65 applicants who have submitted their application through the internet, 2 receptionists who applied for part-time secretary position and truck driver whose name was proposed by director of research and development for the trailer truck driver position.

Questions:

- I. Mr. Ravi overlooked some of the proper recruiting practices, which resulted in an excessive number of unqualified people applying. List the overlooked recruiting practices.
(04 Marks)
 - II. Identify the hiring standards that should be included and avoided in the advertisement.
(04 Marks)
 - III. Indicate what training methods you would consider for the part-time secretary position.
(05 Marks)
 - IV. Do you agree with the selection of truck driver based on recommendation of director of research? Support your answer.
(05 Marks)
 - V. Develop an updated job description considering tasks, skills, abilities and knowledge for trailer truck driver by assuming that you are the recruitment officer.
(10 Marks)
- (Total 28 Marks)**

a) *"HRM is the use of several activities to ensure that human resource are managed effectively for the benefits of the individual, society and the business".*

What are the differences between Human Resource Management (HRM) and Personnel Management (PM)?

(04 Marks)

- b) *"The Recruitment and Selection Process is a series of hurdles aimed at selecting the best candidate for the job".*

Discuss the key steps to develop a Recruitment and Selection Practice in an organization.

(05 Marks)

- c) *Explain the differences between the following pairs of concepts*

- I. Traditional Recruitment and Online Recruitment
- II. Job Enlargement and Job Enrichment
- III. Orientation and Socialization

(03 x 03= 09 Marks)

(Total 18 Marks)

- Q3.** a) *"The HRM Audit is a systematic attempt to summarize each employee's education, experience and competencies".*

Define the HRM Auditing Model and List out the reasons for conduct the HRM Auditing at organizational level.

(05Marks)

- b) *"Job Analysis is important to HR managers because information gathered in job analysis is used to develop a Job Description and Job Specification".*

Briefly explain the differences among Job Analysis, Job Descriptions, and Job Specifications

(06 Marks)

- c) *"The Recruitment and Selection of an effective workforce can be viewed as central to the success of an enterprise and a key function of HRM as well".*

Examine this statement in relation to selection tests and their current trends.

(07 Marks)

(Total 18 Marks)

- Q4. a) *"Reward is one of the tool to determine the wages and salaries of the employees in the working place".*

Define the concept of Reward Management and list out the differences between Wages and Salaries.

(05 Marks)

- b) *"Performance Appraisal is a process through which managers ensure that employees' activities and outputs contribute to the organization's goals".*

Describe any of three Contemporary Performance Appraisal Methods that can be used to evaluate the performance of employees at organizational level.

(06 Marks)

- c) *"Systematic Hiring is a process involving several steps to be performed sequentially".*

Elaborate on the above statement using relevant examples.

(07Marks)

(Total 18 Marks)

- Q5. a) *"Training and Development is really provide knowledge, skills and attitudes in order to generate new capabilities within the employees".*

Define the term "Training and Development" and briefly explain any of five training and development methods that the company can develop to enhance the employees' productivity.

(05 Marks)

- b) *"Human Resource Planning begins with a forecast of the number and types of employees needed to achieve the organization's objectives".*

Explore the various HRM strategies that can be used to manage the anticipated problems (labour shortage and labour surplus) in a work environment.

(06 Marks)

- c) *"Induction starts the process of socialization of the new employees and in fact accelerates the process".*

Elaborate on the above statement using relevant examples.

(07 Marks)

(Total 18 Marks)