

OCT 2014

**EASTERN UNIVERSITY, SRI LANKA**  
**FACULTY OF COMMERCE AND MANAGEMENT**

**Second Year Second Semester Examination in Bachelor of Business Administration  
and Commerce 2011/2012 (August / September, 2014) (Proper)**

**HRM 2013 Human Resource Management**

**Answer all questions**

**Time: 03 Hours**

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

**UNIVERSITY RECRUITMENT**

In 2004, a Divisional Director of a large company engaged in Chemical Industry in Sri Lanka approached through the telephone to the Professor of HRM of the Department of Human Resource Management of Faculty of Management Studies and Commerce of the University of Puhunai. He wanted the Professor to get a help to find a suitable graduate to work as HR Executive. In fact the Director was one of his students at MBA teaching.

The Department is a major line Department of the Faculty and it also provides a service role to all other departments of the Faculty by teaching HRM and Personal & Social Responsibility that is a newly developed and introduced course to all the students under the Faculty. In addition to its continuous involvement in postgraduate and teaching and research supervision, the department offers a special degree in Human Resource Management. The degree provides a general understanding of organizational management, competencies in communication, quantitative reasoning and information technology and then increasing specialization in HRM commencing from the second year up to final year.

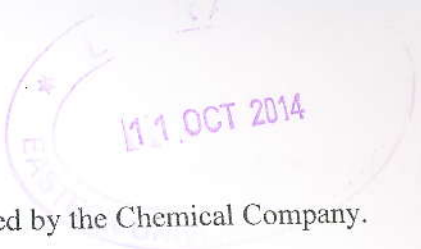
The degree also requires the undergraduates to undergo a compulsory training carrying 3 credits, for a minimum period of 6 months. The sole purpose of this is to allow the undergraduate to gain exposure to real HRM practices and to have hands on experiences. Department, with its reputation, maintains close relationships with the industry and its trend-setter graduates are highly regarded by the business community.

The professor had received many feedbacks about the success stories of many graduates who were his students. He had heard about success stories from both students and employers or their superiors. The professor recommended one graduate who had passed out in 2005 and sent him to the company. The Director and the Human Resource Manager interviewed him and finally decided to hire as HR Executive. This graduate worked very well for one year and three months and left the company to join as Human Resource Executive in a foreign bank with a very higher salary. Before he left the country to take the job he had informed about his decision to the Professor.

The company Human Resource Manager requested the Professor to send another graduate. The professor gave three names with their contact numbers suggesting the HR Manger to interview the three and select the best. The manger did the same. After one month, the professor received a telephone call from one of these three graduates telling that he had been selected and now he had been working for several weeks. The professor wished him.

By the end of one month, the Professor was consulted by the company to develop Performance Evaluation Schemes for Top Management, Middle Management and Supervisory Management. Three schemes were developed through a rigorous process which included awareness building, developing drafts, discussing with managers about the drafts, revising the drafts and finalizing. The HR Executive did all the coordinating works between the professor and the company in addition to other duties entrusted to him. After working for one year this graduate left the company. Before leaving he also had met the Professor who knew the better salary as the reason for leaving. The professor thought to suggest the HR Manger to do a review for these two turnovers and to get a feedback at the next time. However, the next time never came.

One day when the Professor was reading the newspaper he show an advertisement of a Human Resource Executive vacancy in this Chemical Company calling the applications from persons of less than 30 years old possessing a qualification in HRM from any University / Institute.



**Questions:**

i) Identify and describe the problems faced by the Chemical Company.

**(Total 06 Marks)**

ii) As per your Human Resource Management knowledge, what may be the reasons for those problems? Describe.

**(Total 06 Marks)**

iii) Critically evaluate the roles of Professor and HR Manager of this company

**(Total 08 Marks)**

iv) As a HR Student, what are your recommendations to solve those problems mentioned in Question No. 1?

**(Total 08 Marks)**

**(Total 28 Marks)**

Q2. i) Define the term “Human Resource Management” and describe the Strategic Goals of Human Resource Management.

**(06 Marks)**

ii) “Human Resource Planning is the process of determining future employee needs and deciding steps or strategies to achieve those needs for the purpose of accomplishing organization goals and objectives”. Describe the Human Resource Planning process with examples.

**(06 Marks)**

iii) Define the term “Job Design” and clearly explain the significance of Job Design in an organization.

**(06 Marks)**

**(Total 18 Marks)**

**Q3. i)** “Job Evaluation provides the basis for designing an equitable grade and pay structure, grading jobs in the structure and managing job and pay relationships. Describe any three (03) types of Job Evaluation schemes with examples.

(06 Marks)

**ii)** “Recruitment is that set of activities an enterprise uses to attract job candidates who have the abilities and attitudes needed to help the enterprise to achieve its objectives. It is the process of generating a pool of qualified applicants for organizational jobs”. Describe any one of the recruitment methods (internal or external) and its advantages and disadvantages.

(06 Marks)

**iii)** Clearly explain the importance of Induction Programme and the process of an Induction Programme.

(06 Marks)

(Total 18 Marks)

**Q4. i)** Explain any three (03) Traditional Techniques of Performance Evaluation that can be used by an organization.

(06 Marks)

**ii)** “There are several designs, which can be used to assess the success of training. Explain three (03) measures of training with examples.

(06 Marks)

**iii)** Briefly discuss the factors which should be considered when designing a training programme.

(06 Marks)

(Total 18 Marks)

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Q5. i) "When setting the pay structure, the organizations must think about the equity issues". Briefly elaborate the types of equities need to be considered in Wage and Salary Administration.

**(06Marks)**

ii) "Labour – Management Relationship helps to gain the competitive edge in productivity and value addition in the face of sharply competitive trade, commerce and production". Clearly explain the Labour – Management Relationship framework with appropriate diagram.

**(06 Marks)**

iii) "An accident-free plant enjoys certain benefits". Briefly elaborate the benefits of safety environment to an organization.

**(06 Marks)**

**(Total 18 Marks)**