

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

Final Year First Semester Examination in Bachelor of Business Administration  
Specialization in HRM – 2016/2017 (January, 2019) (Proper/Repeat)  
HRM 4043 Social Responsibility of Human Resource Management

Answer all five questions.

Time: 03 Hours

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

One of the reasons the economic recovery has been sluggish is that employers have been reluctant to replace those they laid off. If you can produce the same amount or provide the same service with fewer employees, that's efficient, of course. But is it a short-sighted way to manage? Evidence suggests that employees are at their breaking point—and employers will pay a price just like the employees they are stressing.

Employees are really stressed. More work is being done with fewer people. Workers wonder whether they will be the "next shoe to fall" in layoffs. In a recent survey of managers, 81 percent agreed worker stress and fatigue is a greater problem than in the past.

Says one Sacramento, California, employee, "I can't remember the last time I went out for lunch. I bring my lunch and eat at my desk," she says. She cannot even complain to her husband, since he is also in the same boat—working 10-hour days and "coming home late and exhausted." Some employers are long-sighted enough to address the problem. Tony Schwartz, CEO of a consulting firm, decided to institute a program he called "Take Back Your Lunch." He encourages his employees to take a lunch break and even urges them to organize midday gatherings with social networking site Meetup.com.

Another company with progressive management is the accounting firm Ernst & Young. Of the company's 23,000 employees, about 10 percent work under flexible arrangements where they can work less or adopt a more flexible schedule during nonpeak times. These companies have found that taking the long view and emphasizing balance helps good employees be more productive over the long-term—and more likely to stick around. "We listen to our people and they tell us very

consistently that flexibility is incredibly important to them and to their family. James Turley, Ernst & Young's CEO. It is not hard to find employees who say they're overworked and underpaid. If a company managed according to these complaints, the squeakiest wheel would always get the grease. Sure, people would work fewer hours and feel less stressed, but that would compromise an organization's ability to be competitive and to reward its hardest-working and most productive employees.

Labour is often the largest single cost for an employer, which means that if it is to remain competitive, the firm needs to earn more revenue per employee. It doesn't take a math genius to realize that one way of accomplishing that is to pay attention to the numerator. It's that magical thing we call "productivity," a central metric by which we can measure the organization's performance. Organizations that are productive today enjoy higher earnings later.

Take Deutsche Bank as an example. The number of front office employees in Deutsche Bank's investment banking division has fallen 12 percent from previous levels, while net revenue per employee has increased 20 percent. That sounds like a well-managed company, doesn't it? Yet Deutsche Bank employees probably don't say they're working harder. They are. What would you think of a company if the headline instead was, "Net revenue per employee has fallen 20 percent, but employees say they're much less stressed at work"? We don't live in a world where companies have the luxury of doing less with more. Managers shouldn't go out of their way to stress their employees. Nor should they turn a blind eye toward burnout. But realistically, in today's globally competitive business environment, the organizations that survive are those that can do more with less. If that means employees are stressed by higher workloads, well, it beats the unemployment line, doesn't it?

Although much of the research works deals with how organizations and managers can relieve stress for employees, employees also have a certain degree of responsibility for managing their own stress. Beyond the fact that high levels of stress are unpleasant, employees who experience them have difficulty concentrating on work, make more mistakes, miss more days of work, and use more health insurance.



This suggests that it may be employees' ethical responsibility as an employee to ensure their stress levels are not high enough to interfere with their ability to work effectively for clients, customers, and co-workers. There are some strategies employees might want to employ to reduce their stress level.

**True or False Questions (based on case study given in Question No. 1): Mark or underline the correct answer.**

(a)

1. According to the case study, one of the causes for slow economic recovery is that employers failed to fulfil new vacancies in their organizations.  
(A) True  
(B) False
2. According to the case study, maintaining employee efficiency (produce the same amount or provide the same service with fewer employees) is not good for organizations in long term perspective.  
(A) True  
(B) False
3. According to the case study, if an employee takes his/her lunch at desk is an indication of workplace stress.  
(A) True  
(B) False
4. According to the case study, most of the workers and managers are affected by stress and fatigue which is a greater problem than in the past.  
(A) True  
(B) False
5. In managing stress level of employees, their managers have a certain degree of responsibility for managing their own stress.  
(A) True  
(B) False

**(05 Marks)**

- (b) Suggest a suitable title or heading for this case study (only one).
- (c) List out four (4) socially responsible initiatives which are useful to employees to reduce their stress levels.
- (d) According to the case study, there are some organizational practices lead to high employee stress level. Identify three (3) of such organizational practices and consider these practices as Socially Responsible HRM practices? Explain your answer.
- (e) According to the case study what is the relationship between:
1. Employee productivity and employee stress
  2. Employee stress and net revenue per employee
- (f) As a summary, what does the case study attempt to say to the reader from the perspective of Socially Responsible HRM?

- Q2. (a) Suggest five (05) **innovative HRM practices** which can promote or enhance effective workforce diversity in the organizations.
- (b) Define the following terms and give two examples for each.
1. Corporate Social Performance Strengths
  2. Corporate Social Performance Concerns
- (c) Identify five (5) research gaps or research agenda in the field of Green HRM by using AMO Theory.

- (d) Which International Standard of ISO offers voluntary guidance on social responsibility to any organization regardless type, size or place? and identify at least four (4) key elements of this Social Responsibility Standard.

**(05 Marks)**

**(Total 20 Marks)**

- Q3. (a) Show Actor Network Theory by using a conceptual diagram.

**(05 Marks)**

- (b) How you can apply the Actor Network Theory to eliminate or reduce unemployment issue among the graduates in Sri Lanka?

**(05 Marks)**

- (c) Identify at least five (5) current ethical issues opposing or challenging HR managers in Sri Lanka.

**(05 Marks)**

- (d) Briefly evaluate the ethical nature of Human Resource Management.

**(05 Marks)**

**(Total 20 Marks)**

- Q4. (a) How would you judge a particular organization is more oriented towards Socially Responsible HRM based than other organizations in an industry?

**(05 Marks)**

- (b) List out any five key research findings which are connected with corporate Social Responsibility and Human Resource Management.

**(05 Marks)**

- (c) Briefly discuss associations among any five components of organizational culture which support innovation in an organization.

**(07 Marks)**

- (d) Global Sustainability Standards Board provides certain guidelines to business organizations. What is the name and main purpose of that guideline?

**(03 Marks)**

**(Total 20 Marks)**

- Q5. (a) Develop a ten (10) question items scale to measure employee attitude to Organizational Diversity Management. (05 M)
- (b) Briefly explain the role of Human Resource Management in creating a culture of inclusion by using a diagram. (05 M)
- (c) Develop a conceptual framework (only with main dimensions) which reflect a holistic configuration for Socially Responsible Human Resource Management Policies and Practices of an organization. (05 M)
- (d) "Sustainable Human Resource Management is the next approach in the evolution of HRM". Do you agree with this statement? and Briefly explain your views. (05 M)

(Total 20 M)