

17 Nov 2015

EASTERN UNIVERSITY, SRI LANKA
Faculty of Commerce and Management
Final Year First Semester Examination in Bachelor of Business Administration/
Specialization in Human Resources Management – 2013/2014
(December 2015/ January 2016)
(Proper/ Repeat)
HRM 4023 Human Resource Development

Answer all questions

Time: 03 Hours

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

Case Study: Executive Training Course

Professor Rajan was contacted on the telephone by the Assistant Director of Labour - Industry Service Section and was invited to teach a course to the workshop-foremen in the Super Machine Ltd. He suggested that Prof. Rajan visit the HR Manager at Super Machines Ltd. To become oriented to the company and its problems. Super Machines Ltd. employed about 300 people and produced electrically operated motors and different kinds of machines using these motors. The Human Resource Manager told Professor Rajan that he liked to take advantage of Technology University's (University to which Professor Rajan belongs) programme titled "University – Industry Cooperation" designed for mutual assistance by having the University give one course for the foremen every year on some aspects of supervision and industrial relations. The full cost of these courses was paid by the labour Department from a project funded by an international organization in the country.

As the company could not spare the foremen during the working hours the course was given afternoon each week for ten weeks between 4.00 p.m. to 6.00 p.m. The foremen came directly to the course from their jobs. They received one and a half time rate overtime for these extra hours. Because the company lacked training class facilities, the HR Manager arranged that to be held in the quarters of a club patronized by the HR Manager and some other executives located a few blocks away from the factory.

This club was situated in an old house in a quiet part of the town. A makeshift classroom was set up in the former dining room of the house. Some card tables were placed to make

a conference type layout. The black-board consisted of an old tabletop painted black placed on a table and leaned against the wall. Light was provided by an old fashioned chandelier from which several bulbs were missing.

On the Monday afternoon of the first class, Professor Rajan found that he had to introduce himself to the class of sixteen foremen. The HR Manager had sent a message through one of the foremen to say that he was busy and could not make it. Because there was no chalk for the black board one of the foremen volunteered to run across the road to buy some. Professor Rajan had prepared a course outline that contained the following topics:

- | | |
|--|------------------------------|
| 1. Nature of executive's job | 6. Making work assignments |
| 2. What foremen expect from management | 7. Coaching |
| 3. What workers expect from foremen | 8. Complaints and grievances |
| 4. Elementary aspects of Organization | 9. Leadership |
| 5. Motivation | 10. Discipline |

He made weekly assignments of about 25 to 30 paged in a text book on supervision. The classes were conducted on a lecture basis with some case studies used.

Professor Rajan noticed that the men were always late for the class although they seemed to be in and about the building. Finally at 4.00 p.m. on the third week he decided to explore the building. To his surprise he found most of the men drinking beer at the bar located in a room at the far end. In class, the foremen were courteously attentive on the surface but basically seemed unenthusiastic. In many of the discussions they stated that they had learnt about various aspects of human relations and supervision in courses given to them by other instructors in the previous year. Professor Rajan began to wonder why he had been invited to repeat the same things. The men said on more than one occasion that the ideas about leadership and human relations contained in the book and in the Professor's talks were okay in theory, but they would not work at Super Machines Ltd. because of Mr. Goranadu the Factory Manager. They claimed that Mr. Goranadu knew nothing about human relations and was so tough to deal with the Union that always went directly to the

HR Manager with the grievances as a consequence and that they as foremen had no authority. All discipline was handled by the HR Manager.

Professor Rajan observed to himself that these foremen felt more like workers than members of the management. They even dressed in blue shop work clothes. The casting section supervisor made the following statement to him one day: "I have worked in the company for 25 years and have been a supervisor for 15 years. But maybe I should have taken a job somewhere else. One day I was standing on the street corner when a truck from the Acme Ltd. Went by. The truck driver must have just got his pay envelope, because he threw away the empty cover and I picked it up. He gets Rs. 45,600 and that is a lot more than what I get as a supervisor."

Questions:

- a. What could this foremen training programme accomplish for the company?
 - b. What are the merits and demerits of this training programme?
 - c. If you find any demerits under (b) above, to whom and to what reasons would you attribute them?
 - d. If you were the HR Manager how would you have run this training programme?
- (28 Marks)

- Q2) a. Define the term "Human Resource Development (HRD)" and differentiate it from Human Resource Management?
- (06 Marks)
- b. Why human resource development is considered as an investment for an organization? Explain with suitable example. (06 Marks)
- c. "Human Resource Development is a challenging task of managerial people in private sector." Do you accept or not? Critically explain. (06 Marks)

- Q3) a. What are the major components of Human Resource Development? Give your answer by using two theories. (08 Marks)

- b. HRD Professionals should follow seven overarching responsibilities when designing HRD Programs, Explain. (04 Marks)
- c. "Virtual class room is an outcome of e-learning process." Critically evaluate it in respect of Sri Lankan higher educational institutions. (06 Marks)

- Q4)**
- a. What are the importance of Human Resource Accounting? List out the main competency required for an effective HRD Auditor? (06 Marks)
- b. Briefly explain five disciplines of Learning Organization by using Senge's Model. (06 Marks)
- c. Why do you need Knowledge Management in organization? And explain four Pillars of Knowledge Management. (06 Marks)

- Q5)**
- a. Select an organization which is familiar to you.
- b. Identify training needs of the jobs in that organization.
- c. Identify the gaps.
- d. Develop strategies to fill the gaps
- i. Training Service Providers
 - ii. Types of Services
 - iii. Related cost
 - iv. Expected outcomes
 - v. Other conditions for implementation and evaluation

(18 Marks)