

EASTERN UNIVERSITY, SRI LANKA
Faculty of Commerce and Management
Final Year First Semester Examination in BBA (Specialization in
HRM)-2009/2010 (December 2010)
HRM 4123 Human Resource Management and Practices

Answer all five questions

Time: 03 hours

Q1. Case Study: Inter-City Manufacturing, Inc.

The president of Inter-City Manufacturing Inc., Rich Langston, wanted to facilitate upward communication. He believed an open-door policy was a good place to start. He announced that his own door was open to all employees and encouraged senior managers to do the same. He felt this would give him a way to get early warning signals that would not be filtered or redirected through the formal chain of command. Langston found that many employees who used the open-door policy had been with the company for years and were comfortable talking to the president. Sometimes message came through about inadequate policies and procedures. Langston would raise these issues and explain any changes at the next senior managers' meeting.

The most difficult complaints to handle were those from people who were not getting along with their bosses. One employee, Leroy, complained bitterly that his manager had overcommitted the department and put everyone under too much pressure. Leroy argued that long hours and low morale were major problems. But he would not allow Rich Langston to bring the manager into the discussion nor to seek out other employees to confirm the complaint. Although Langston suspected that Leroy might be right, he could not let the matter sit and blurted out, "Have you considered leaving the company?" This made Leroy realize that a meeting with his immediate boss was unavoidable.

Before the three-party meeting, Langston contacted Leroy's manager and explained what was going on. He insisted that the manager come to the meeting willing to

listen and without hostility toward Leroy. During the meeting, Leroy's manager listened actively and displayed no ill will. He learned the problem from Leroy's perspective and realized he was over his head in his new job. After the meeting, the manager said he was relieved. He had been promoted into the job from a technician position just a few months earlier and had no management or planning experience. He welcomed Rich Langston's offer to help him do a better job of planning.

Questions:

- (a) Describe to what extent suitable communication practices are important to deal with day-to-day organizational problems.

(05 Marks)

- (b) What techniques increased Rich Langston's communication effectiveness? Discuss.

(06 Marks)

- (c) Do you think that an open-door policy was the right way to improve upward communications? What other techniques would you suggest?

(06 Marks)

- (d) What problems do you think an open-door policy would create? Do you think many employees are reluctant to use it? Why?

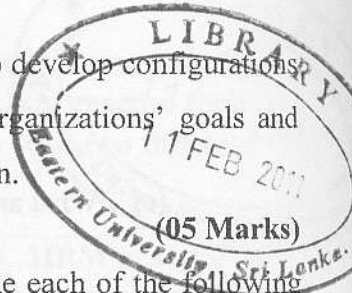
(06 Marks)

- (e) Suggest five best practices in communication which are very useful to this company.

(05 Marks)

(Total 28 Marks)

Q2. (a) "The challenging task of HR managers nowadays is to develop configurations of HR practice choices that must help to achieve organizations' goals and objectives." Do you agree with this statement? Explain.



(b) Suggest appropriate example of HRM practices for the each of the following HR configurations.

1. Contingent configurational Perspective
2. Universalistic Perspective
3. Contingency Perspective
4. Configurational Perspective

(08 Marks)

(c) Name one organisation in Sri Lanka for each type of high road and low road HRM practices. Briefly explain reasons for your identification.

(05 Marks)

(Total 18 Marks)

Q3. "The HRM Awarding ceremony organized by the Association of Human Resource Professional (HRP) is held in every two years in Sri Lanka."

(a) Name the implementing organisation of this event in Sri Lanka.

(01 Mark)

(b) What are the objectives of the HRM awarding for best HRM practices in Sri Lanka?

(03 Marks)

(c) Who are the super 10 Gold winners of HRM Award-2010 in Sri Lanka? And identify the specialized HRM area of each winner.

(05 Marks)

(d) List out the study methodology used to select organisations (winners) for the HRM Awards 2010 - Super 10.

(04 Marks)

(e) What are the benefits to the participating organisations in this evaluation?

(03 Marks)

(f) What are the preconditions that must be satisfied by the participating organisations?

(02 Marks)

(Total 18 Marks)

Q4. (a) Read the following brief descriptions carefully and suggest/name most suitable HRM practice (only one) under each description.

- 1) 'Nowadays relatively a new HRM practice discards or creates threat to job continuity in any organisation for certain type of jobs.'
- 2) 'Many research findings confirm that CEOs who are coming from within the organisation are performing well than CEOs coming from outside.'
- 3) 'Nowadays organizations are very reluctant to give permanent employment to most of the supportive jobs in a business.'
- 4) 'In order to increase job embeddedness some organizations want to establish one to one relationship between experienced senior employees and junior employees by developing their interpersonal trust.'

(04 Marks)

(b) Business organisations are spending a large amount of money for rewarding and training purposes annually. Identify only five HRM practices which can be considered as intersecting both HRM areas (rewarding and training) but that are not in high cost for implementing organisations in both these areas.

(05 Marks)

- (c) The following table shows 9 cases which are related to two different contexts (I and II). You are required to suggest most appropriate HRM practice (only one) for each case separately that would match/correlate with two different contexts.

#	Context I	Context II	HRM practice
1.	Employee will get change to work in different departments	Training	?
2.	Information and Knowledge sharing	Newly appointed employees	?
3.	Reward Management	Increase employee involvement as a investors	?
4.	No More freedom for working hours	Work/Job Design	?
5.	Staffing	Relatively Less Training Cost	?
6.	Encourage creativity among the work force	Reward Management	?
7.	Employees have more opportunities to express their ideas and views in an organisation	Provide non-financial rewarding	?
8.	Giving opportunities for Job enlargement	Giving opportunities for Job enrichment	?
9.	Increase the level of individual performance in given target.	Reward Management	?

(Answer in the script)

(09 Marks)

(Total 18 Marks)

Q5. (a) What is “HR Intervention” means? Why it is important to an organisation? Explain.

(05 Marks)

(b) In order to identify the existing problems of a particular organisation how would you conduct an initial HR intervention? Briefly explain.

(05 Marks)

(c) Assume that when you conducted an initial HR intervention for an organisation you have identified the existence of organisational fragmentation (horizontal and vertical). Develop viable solutions for this problem.

(08 Marks)

(Total 18 Marks)