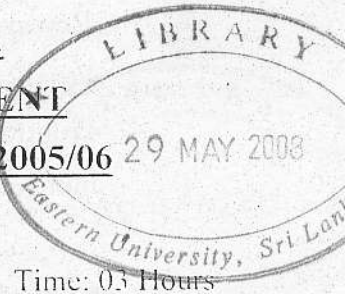


EASTERN UNIVERSITY, SRI LANKA
FACULTY OF COMMERCE AND MANAGEMENT
Special Examination For Final Year BBA / BCom – 2005/06
MGT 3024 HUMAN RESOURCE MANAGEMENT



Answer all questions

Time: 03 Hours

Q1.

CASE STUDY - FRONT RANGE SOLUTIONS

Company Information:

Founded in 1989, FrontRange Solutions Inc. is a privately held company, delivering software that facilitates extraordinary relationship solutions. An international leader in business relationship software for nearly 15 years, FrontRange Solutions employs more than 500 people worldwide.

FrontRange Solutions' products address the needs of customer service and support (help desk), sales force automation (SFA), knowledge management and customer relationship management. Front Range's expertise lies in delivering the highest value, industry-specific, integrated software solutions for the complete lifecycle of business relationships.

And FrontRange puts its knowledge into practice by providing outstanding customer service to the over 100,000 customers and one million plus users. One result: HEAT, the service and support solution from FrontRange, has a 98% customer satisfaction rating as indicated by an independent survey.

We have a reputation for providing big-company solutions at prices that don't exclude small organizations. FrontRange has earned more than 60 major industry awards, including: Software Magazine "Hot 500," Windows Magazine "Win 100," Call Center CRM Solutions Magazine Editor's Choice, RealWare Award for CRM, WinMag.com WinList Award, Entrepreneur Magazine Best Software, Call Center Solutions Product of the Year, and InformationWeek Top 50 Application Service Providers.

Rewarding strategy of FrontRange

FrontRange Solutions rewards its employees...

FrontRange Solutions' Total Rewards Strategy contains four key components to attract, motivate and retain the best talent available in the marketplace:

Compensation:

FrontRange Solutions offers its employees a competitive pay package that provides:

- Compensation for satisfactory work (base salary, merit pay);
- Short and long-term incentives for achieving strategic business objectives;
- Rewards for specific individual or team achievements (bonuses, awards).
- Total compensation for an individual employee is determined by

four considerations: Internal value of an individual's position, as determined through the position evaluation process. To ensure internal equity, positions of similar or equal responsibility will be grouped in the same salary range or band. External competitiveness, as established through market surveys of companies we compete with for customers and talent.

Individual performance, as measured by the annual Performance Development Process (PDP), which identifies individuals who should be considered for higher levels of responsibility and pay.

Business performance, as measured through strategic business goals, such as earnings per share, profit or cash flow. Local programs should complement FrontRange Solutions overall pay philosophy and avoid duplication of global initiatives.

Benefits:

FrontRange Solutions aims to provide private benefits programs that supplement or enhance mandatory plans available in the various locations where we do business. Our programs serve two main objectives:

- (1) To protect employees from risks (sickness, accidents, disability) that may result in substantial economic loss; and
- (2) To provide employees with retirement benefits (pension plans, savings plans).

retiree health care) that offer economic security after employment. Our goal is to give employees a variety of benefits choices and to deliver those benefits in a tax-effective, economical manner.



Development:

We believe in helping employees develop to their utmost potential. Given the unique nature of FrontRange Solutions' business, we cannot rely on external recruiting as a primary source of talent- so we have developed those critical skills internally.

Workplace Environment

FrontRange Solutions is committed to creating an environment that attracts and rewards talented, ambitious people. Employment with our company is an enriching experience that enables employees to achieve their highest potential. To that end, we will recognize and reward teamwork, excellence and innovation, and will provide opportunities consistent with these contributions.

We also foster diversity among our employees and value the broad spectrum of thought and skills each person brings to FrontRange Solutions. Performance is measured in ways that encourage reasonable risk-taking, foster an awareness of personal accountability, and support standards and competencies consistent with FrontRange Solutions' basic values.

Overall, the relationship between our company and our employees is governed by respect for the individual and a sense of personal integrity. FrontRange Solutions recognizes that only when a company truly values people can it expect to be prized as an employer.

To the extent permitted by applicable law, FrontRange Solutions retains employees on an at-will basis. Nothing in this website is intended to alter an employee's at-will status, or create an offer or contract of employment.

Questions:

- a. Discuss the Rewarding Strategy of FrontRange. (06 Marks)
- b. Discuss on the nature of pay package offered by FrontRange. (06 Marks)
- c. What do you understand by the term employee benefits and what are the nature of benefits provided by FrontRange to its employees. (08 Marks)
- d. Discuss the importance of Workplace Environment with regard to reward management. (08 Marks)

(Total 28 Marks)

- Q2. a. Define the term "Human Resource Planning"(HRP) and state the objectives of HRP? (06 Marks)
- b. "External supply forecast should be made in the light of several local and international factors operating in the labour market". List out 5 local factors that you consider in the supply forecast? (05 Marks)
- c. Job Analysis is intended to reveal what is actually done as opposed to what should be done. Explain the uses of Job Analysis. (07 Marks)

(Total 18 Marks)

- Q3. a. Briefly discuss and give 5 examples of common interviewing mistakes. What recommendations would you give for avoiding these interviewing mistakes? (10 Marks)
- b. What did you meant by "Hot stove Rule"? (03 Marks)

- c. Give 5 advantages of using team or group incentive programme rather than individual incentive programme?

(05 Marks)

(Total 18 Marks)



- Q4. a. Explain how the recruitment function is contributing or affecting other HR functions?

(06 Marks)

- b. What is meant by "Probationary Period"? Is this important to all jobs? Explain.

(05 Marks)

- c. Discuss the effectiveness of on-the-job training method for management development compared with the off-the-job method.

(07 Marks)

(Total 18 Marks)

- Q5. a. What is meant by "Grievance"? Explain the causes for grievance in an organization? Use appropriate examples.

(06 Marks)

- b. Evaluate the importance performance appraisal in an industrial organization.

(06 Marks)

- c. Briefly explain the characteristics of well designed wage and salary system.

(06 Marks)

(Total 18 Marks)