



UNIVERSITY OF KELANIYA – SRI LANKA

Centre for Distance and Continuing Education

Faculty of Commerce & Management Studies

Bachelor of Commerce (Special) Degree Third Year Examination (External) – 2023

November – 2025

BCOM E 3015 - Human Resource Management

No. of questions: Six (06)

Answer any five questions

Time: 03 hours

Question No. 01

- a. “As organizations face rapid technological and market changes, managing people effectively has become a key factor for success.” Explain the main objectives of Human Resource Management (HRM) and discuss how effective HRM practices can help organizations adapt to such changes and achieve their goals.

(10 Marks)

- b. You suppose you have recently joined a growing service company that is struggling with high employee turnover and low staff motivation. Discuss the major functions of HRM and explain how each function when properly implemented can help improve employee satisfaction and organizational performance.

(10 Marks)

(Total 20 Marks)

Question No. 02

- a. Define Human Resource Planning (HRP) and explain the main steps involved in the Human Resource Planning process and explain how each step contributes to effective workforce management.

(10 Marks)

- b. Define Job Analysis and describe the main methods used for collecting job analysis information and evaluate their advantages and limitations.

(10 Marks)

(Total 20 Marks)

Question No. 03

- a. Define *Job Design* and explain its main objectives within Human Resource Management.
(06 Marks)
- b. Define Job Description and explain the functions that should be included in an effective job description.
(06 Marks)
- c. Differentiate between *Job Description* and *Job Specification*, and discuss how both documents support the human resource management process.

(08 Marks)

(Total 20 Marks)

Question No. 04

- a. Explain the difference between recruitment and selection. Why are both processes important for effective human resource management?
(10 Marks)
- b. Discuss the main steps in the employee selection process and describe how each step helps to ensure the hiring of the right candidate.

(10 Marks)

(Total 20 Marks)

Question No. 05

- a. Explain the importance of training, development, and performance evaluations in achieving organizational efficiency.
(04 Marks)
- b. Compare On-the-Job Training and Off-the-Job Training methods. Discuss the advantages and limitations of each approach.
(08 Marks)
- c. What is the role of performance appraisal in Human Resource Management? Discuss at least four (04) commonly used performance appraisal methods along with their advantages and disadvantages.

(08 Marks)

(Total 20 Marks)

Question No. 06

Write short notes on the following topics:

- a. Employee salary, wages, and benefits
- b. Workplace hazards
- c. Equity theory for HR compensation
- d. Labor relations, Industrial disputes and collective bargaining
- e. The system process and process approaches.

(04x05 =20 Marks)

(Total 20 Marks)

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