



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) – 2019

July – 2025

BCOM E 3015 - Human Resource Management

No. of Questions: Six (06)

Time: 03 Hours

Answer Any Five (05) Questions

Question No 01

a). Identify the main functions of Human Resource Management and briefly explain any four.

(05 Marks)

b). Explain how to utilise the Human Resource functions effectively.

(07 Marks)

c). Explain how SHRM provides resources and capabilities that are **Valuable, Rare, Inimitable**, and **Non-substitutable** (VRIN) to create a sustainable competitive advantage.

(08 Marks)

(Total: 20 Marks)

Question No 02

a). Define Human Resource Planning (HRP) and explain the major steps involved in the Human Resource Planning process.

(06 Marks)

b). Explain the main components of job analysis: *Job Description* and *Job Specification*, with examples.

(06 Marks)

- c). Describe how job analysis data can be used in other HRM functions such as Hiring training, and performance appraisal.

(08 Marks)

(Total: 20 Marks)

Question No 03

- a). Define the term 'Hiring'.

(03 Marks)

- b). Contrast the 'Internal Recruitment Policy' and 'External Recruitment Policy'.

(04 Marks)

- c). Explain three possible problems an interviewer may face during an interview, providing appropriate examples for each.

(06 Marks)

- d). Explain the model of the Hiring process.

(07 Marks)

(Total: 20 Marks)

Question No 04

- a). Define the terms 'Training' and 'Development'.

(03 Marks)

- b). What are the differences between On-the-Job training and Off-the-Job training?

(05 Marks)

- c). Explain the relationship between Training and Performance Evaluation. And identify four guidelines for conducting an effective training session.

(12 Marks)

(Total 20 Marks)

Question No 05

a). What is meant by Compensation?

(04 Marks)

b). Explain the **Equity Theory** in the context of compensation.

(08 Marks)

c). Describe the relationship between Compensation and Performance Evaluation.

(08 Marks)

(Total 20 Marks)

Question No 06

Write short notes on the following topics:

- a). Problem-Solving Interview
- b). Soft Human Resource Management
- c). Labour Health and Safety
- d). Labour Relations
- e). Labour Turnover

(Each carries 04 Marks — Total 20 Marks)

