



University of Kelaniya – Sri Lanka

Centre for Distance and Continuing Education

Faculty of Commerce and Management Studies

Bachelor of Business Management (General) Second Year Examination (External) – 2016

September – 2022

BMGT E2025 – Human Resource Management

No. of Questions: Eight (08)

Time: 03 hours

Answer Question No. 01 and any other four questions.

Question No. 01

Answer the questions asked after the hypothetical case given below.

‘Biscuits to be Rotten..!’

Sri Lanka is facing its worst economic depression for few months now. Local corporates are struggling to seek out shorter-term solutions, while the longer-term effects of depression are not seen yet.

Maheen, the owner of **Maheban Biscuits**, seriously doubts about his business future, and resorting to viable solutions in his board meeting.

Starting the meeting, Maheen stated that:

“Biscuits is going to be a tuff business in the country as the economic depression continues”.

In responding to Maheen, the Head of Marketing said:

"We have lost 70 percent of our business which is the worst in the industry as well. There are more tendencies of social media allegations against our price hike that has drastically reduced the demand for our products. We have lost our competitive edge as well. We need a more flexible and agile people to respond to this situation promptly".

Breaking the silence, the HR head replied:

"Three of our best product developers left recently as you all know, and the most of others are working on visas to leave the country. We need to plan for a backup plan to recruit another layer, may be from a low-cost sources".

Maheen responded the Head of HR:

"We need to be innovative to collaborate with other players in the industry for industry brand and recruitment, while we do engage in community-based HR to find low cost, committed and creative people".

Head of Marketing added:

"We need to be soft in our way of managing people. We need to care them a lot in this situation if not all may leave with no engagement to us. During this difficult time, we can not be purely performance oriented. We need to first get some HR outcomes"

Head of HR agreed to Head of marketing and confirmed:

"Yes. So far, we were busy making people utilizing for our strategies. We were more target oriented as demanded by the company last few years. I agree".

Maheen concluded that:

"Yes, we have to find our real problem and then go for creating solutions based on what we discussed now..."

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Questions:

- a) What is the real problem of this company? Justify.
(05 Marks)
- b) How does this company may play industry-based recruitment and community-based HR in facing the crisis?
(10 Marks)

- c) As what the head of Marketing said, how are you going to deal with the 'soft and more caring way of doing HR? Use your understanding on Soft and Hard HRM.

(13 Marks)

(Total 28 Marks)

Question No. 02

- a) 'HR mainly focus on recruiting, maintaining and utilizing people'. Do you agree on this statement? Briefly discuss.

(06 Marks)

- b) What are the main criticisms raised against the HRM and HRD, specially after 2004 since today?

(06 Marks)

- c) 'HR should not be bias at all' Do you agree on this statement? Explain why.

(06 Marks)

(Total 18 Marks)

Question No. 03

- a) How do you apply the 'level of analysis' in HRM and HRD?

(09 Marks)

- b) 'HR should be contextually sensitive'. Explain the meaning of this statement using example/s.

(09 Marks)

(Total 18 Marks)

Question No. 04

- a) What is the difference between 'induction' and socialization'?

(03 Marks)

- b) Explain the process of socialization.

(09 Marks)

- c) Briefly mention steps and phases of designing a socialization program.

(06 Marks)

(Total 18 Marks)

Question No. 05

- a) "Hazard is something that can cause harm if not controlled" Explain with examples the major hazard types that can occur in a workplace.

(09 Marks)

- b) What strategies can organizations undertake to ensure healthy and safe working conditions? Explain.

(09 Marks)

(Total 18 Marks)

Question No. 06

- a) How do you differentiate a grievance from a complaint? Explain.

(09 Marks)

- b) "If a grievance of an employee is not identified correctly, that will ultimately bring damage to both employee and to the organization at large."

Do you agree with this statement? Justify your answer.

(09 Marks)

(Total 18 Marks)

Question No. 07

- a) Briefly explain the compensation management process of a company.

(09 Marks)

- b) "Tharaka is the HR Manager of Araliya (Pvt.) Ltd and Ruwan is a clerk in the HR Department. Ruwan's work is almost perfect, but he is observed to have not come to work after lunch for two times."

Assume that you are the HR manager of this organization. Explain how you are going to apply progressive discipline management procedure to handle this situation.

(09 Marks)

(Total 18 Marks)

Question No. 08

- a) How do proper employer-employee relations contribute to national and economic development of a country? Elaborate.

(09 Marks)

- b) What are the problems that organizations face while maintaining proper employer-employee relations in the Sri Lankan context? Explain.

(09 Marks)

(Total 18 Marks)

