



**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) – 2019**

**May – 2023**

**BMGT E2025 – Human Resource Management**

No. of Questions : Eight (08)

Time: 03 hours

**Answer question no. One (01) and any other four (04) questions**

**Question No. 01**

Lakshika, the owner of a company with ten employees, has hired you to take over the HRM function so she can focus on other areas of her business. During your first two weeks, you found out that the company has been greatly affected by the economic down turn and is expected to experience overall revenue loss of 10 percent over the next three years, with some quarters seeing a decline as high as 30 percent. However, five of the ten workers are expected to retire within next three years. These workers have been with the organization since the beginning of the company. The other five workers are of diverse ages.

In addition to these changes, Lakshika believes they may be able to save costs by allowing employees to telecommute one or two days per week. She has some concerns about productivity if she allows employees to work from home. Despite these concerns, Lakshika has even considered closing down the physical office and making her company a virtual organization, but she wonders how such a major change will affect the ability to communicate and worker motivation.

Lakshika shares with you her thoughts about the costs of health care in the organization. She has considered cutting benefits entirely and having her employees work for her on a contract basis, instead of being full-time employees, but she isn't sure if this would be a good choice.

Company is also to introduce performance based pay system instead of the old equal payment system. However, the employees view on the proposed pay system is mixed. Some people speak of it high and some have anxious thoughts of it.

Lakshika schedules a meeting with you to discuss some of her thoughts. To prepare for the meeting, you perform research so you can impress your new boss with recommendations on the challenges presented.

- a) Point out which problems are occurring in the business that affect HRM. (05 marks)
  - b) What problems that the company's HR would face in the future as 'HR problems'? (07 marks)
  - c) What are the new HR solutions that you suggest in resolving the identified HRM problems as in (b) that affect HRM? (10 Marks)
  - d) What would the Lakshika's role be in the change process? (06 Marks)
- (Total Marks 28)**

**Question No. 02**

- a) "HRM aims at recruiting best talents and securing their positions in organization, for better performance in the future".  
Discuss the validity of the statement given above.

(09 Marks)

- b) 'HRM and HRD both ascertain organizations' strength of utilizing people for performance'. Show the validity of this statement using examples.

(09 Marks)

**(Total 18 Marks)**

**Question No. 03**

- a) Explain the differences between training and development.

(05 Marks)

- b) Using an example explain how a training programme can be prepared.

(13 Marks)

**(Total Marks 18)**

**Question No. 04**

- a) What does performance management lead to ?

(05 Marks)

- b) Explain about the stages of performance management and what is expected from each stage of performance management process.

(13 Marks)

**(Total 18 Marks)**

**Question No. 05**

- a) Define "Job Design". Discuss the two (02) main elements of job design.

(09 Marks)

- b) "Two outputs of Job Analysis are Job Description and Job Specification." What is meant by each? Describe the general components of each document.

(09 Marks)

**(Total 18 Marks)**

**Question No. 06**

- a) "Recruitment is a very important HRM function." Explain this statement. (08 Marks)
- b) Identify five (05) external methods of recruitment and briefly explain advantages and disadvantages of each method. (10 Marks)
- (Total 18 Marks)**

**Question No. 07**

- a) What is the difference between forecasting HR demand and estimating HR supply? (09 Marks)
- b) "Interviews are considered as the heart of the selection process." Do you agree with this statement or not? Give reasons for your answer. (09 Marks)
- (Total 18 Marks)**

**Question No. 08**

- a) What is the difference between 'Occupational Health' and 'Occupational Safety'? (05 marks)
- b) Describe cause of occupational diseases. (06 marks)
- c) Explain how occupational diseases can be prevented. (07 marks)
- (Total 18 Marks)**