



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) – 2021

March – 2024

BMGT E2025 – Human Resource Management

No. of Questions : Nine (09)

Time: 03 hours

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

Question No.01

Read the mini-case study given below and answer the questions asked thereafter.

Dilemma of Coco Mount...!

‘Coco Mount’ Pvt. Ltd. processes cocoa for its mother company—GMC groups (Green Mountain Coco Groups) in Switzerland which is one of the leading giants in the world’s chocolate and cocoa related products. GMC acquired Coco Mount recently and had given a new strategic framework to transform its processes and to align them to GMC’s business model. In driving the mission in Sri Lanka at Coco Mount, initial research shows that ‘Coco Mount had mainly focused on managing and controlling their employees to utilize its all resources in optimal level. The overall employee-management process has been target-driven and those who achieve higher level targets, were rewarded well. However, the low achievers were not encouraged even to stay within the company, so there was a high level of employee turnover.

The new management of GMC requires Coco Mount to upscale the company process and people's capacity. Rather committing only to target achievements, GMC wants Coco mount to increase people engagement and commitment as they believe in the 'quality achievement from committed people' rather forcing for 'quantitative achievements with distressed employees'. This is due to the fact that GMC believes that 'the world standard good quality and tasty chocolate is an output of happy and competent people'. Now, coco Mount has been challenged to change their facets of management from "management owned approach to people driven approach" and the old management is now in a dilemma of how to start this mission.

a) What are the two approaches or models of HRM that the old management of Coco mount and the new management from GMC reflects? Explain you answer with Justifications.

(12 Marks)

b) How would you advise the old management of Coco Mount in starting and carrying out the new mission, given by the GMC? Explain your answer with justifications.

(16 Marks)

(Total 28 Marks)

Question: No 02

a) "Human resource Management is purely for the utilization of people for achieving organizational objectives."

Critically evaluate the statement given above based on your knowledge on the meaning and the content of HRM.

(10 Marks)

b) "HRM is critical for the survival and the growth of organizations and for the effective management of overall organizations".

Examine the validity of the above statement.

(08 Marks)

(Total 18 Marks)

Question No. 03

- a) “HRM should be contextually sensitive to perform effectively in different contexts, rather practicing the same in all contexts”.

Explain, using examples, how HRM can be implemented while being contextually sensitive.

(10 Marks)

- b) Differentiate between HRM and HRD and highlight the main scope of HRD.

(08 Marks)

(Total 18 Marks)

Question No. 04

- a) Define job description and job specification with the core components of each document.

(06 Marks)

- b) By taking any 05 HRM processes into consideration, explain how job analysis information is helpful for those HRM processes.

(12 Marks)

(Total 18 Marks)

Question No. 05

- a) When conducting an interview, there could be errors associated with the interviewer, interviewee, and the structure of the interview. Identify and explain the errors associated with the interviewer during an interview.

(08 Marks)

- b) Omega (Pvt.) Ltd has recruited twenty (20) Sales Representatives with the purpose of increasing their sales volume. Design an induction programme for these newly recruited Sales Representatives.

(10 Marks)

(Total 18 Marks)

Question No. 06

- a) Define “Employee Health” and “Employee Safety”.

(04 Marks)

- b) Assume you are a Human Resource Intern at a garment factory. Due to the increase in health and safety issues at the factory, your HR manager assigned you to do a health and safety audit of the factory. Prepare a report including the issues you identified and the strategies for improving the occupational health and safety of employees at the garment factory.

(14 Marks)

(Total 18 Marks)

Question No. 07

- a) Identify the difference between “Direct Payment” and “Indirect Payment”.

(08 Marks)

- b) Explain the factors that need to be considered in good pay management.

(10 Marks)

(Total 18 Marks)

Question No. 08

- a) What are the channels usable to mitigate employee grievances at the workplace?

(09 Marks)

- b) "Managing the employee behaviors at the workplace", is an important organizational objective. Employee discipline management is a driving force in achieving that. Do you agree with the statement? Elaborate your answer.

(09 Marks)

(Total 18 Marks)

Question No. 09

- a) 'Performance evaluation is to be done solely to identify the training needs of the employees in the workplace'.

Do you agree with this statement? Justify your answer.

(09 Marks)

- b) Explain the importance of "Employee Relations" in organizations.

(09 Marks)

(Total 18 Marks)