



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) – 2022

December – 2024

BMGT E2025 – Human Resource Management

No. of Questions : Eight (08)

Time: 03 hours

Answer question number one (01) and any other four questions.

Question No. 01

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

‘The Gold Coconut Love and Stress’

‘Gold Coconut’ Pvt. Ltd. processes a range of products using coconuts to export markets in the USA, Middle East, and Australia. Recently, the company faced a few problems of low coconut cultivation outputs, less productivity, dearth of laborers to work in the coconut fields, high cost of production and non-availability of needed fertilizers. The company mainly runs as a family business and Mr. Ranjith and his wife Ms. Sunimala play major roles in all management aspects. Mr. Ranjith loves his wife more than anything and his wife also is very supportive to his husband. Apart from two administrative assistants, there are four salespersons with 75 laborers who are on contract-basis. Mr. Ranjith is of the view that they need to hire a manger to run the overall administration and handle export market while Ms. Sunimala can mainly handle the labor matter, and their wages matters. Mr. Ranjith is a graduate, having an agricultural degree and is running

this coconut land for twenty years after his father's death. Ms. Sunimala joined the company five years ago and she studied in the UK till high school.

Mr. Ranjith's suggestions have created some disputes among the couple and Ms. Sunimala thinks she needs more responsibilities in marketing and management. Mr. Ranjith thinks that due to uncertainties and new challenges in the local and international market, he needs professionals' support for his business.

However, the experienced worker Sumanapala, who plays a supervisory role among the laborers, suggested Mr. Ranjith that more emphasis is needed to hire new workers and keep and retain them. He further pointed out to give more benefits financially and non-financially as laborers now have many options working in other places in town areas. Other than being kind to people, Sumanapala has shown that people need more money and benefits for them to come and retain in the field work. He has shown that the production section had low problems as they could earn based on production volume, but now a days they are a little unhappy due to the low level of production.

Mr. Ranjith is feeling stressed and thinking what to do and how to tackle these problems.

a) What is the root problem of this company that has aroused all the issues within the company? Justify your answer.

(08 Marks)

b) Explain how proper organizational HRM practices will be important to resolve the people issues of this company, considering the nature of the company and its operations, in giving answers.

(09 Marks)

c) Explain how government can intervene at national level to play a critical role in resolving the problems emerging in the industry as explained in this mini case. Use appropriate examples if any.

(11 Marks)

(Total 28 Marks)

Question: No 02

- a) Why HRM should not always focus only on utilization of people for achieving organizational objectives? Justify your answer.

(10 Marks)

- b) Explain how HRM is of high importance in the survival and the growth of organizations and effective management.

(08 Marks)

(Total 18 Marks)

Question No. 03

- a) Briefly explain how HRM can be contextually sensitive rather than practicing the same set of HRM practices in all contexts alike.

(10 Marks)

- b) How do you differentiate human resource development (HRD) from Human Resource Management (HRM)? Briefly explain.

(08 Marks)

(Total 18 Marks)

Question No. 04

- a) Name the two outcome documents of job analysis and explain those documents with their core components.

(06 Marks)

- b) By taking any 05 HRM processes into consideration, explain how those are helpful for effective organizational performance.

(12 Marks)

(Total 18 Marks)

Question No. 05

- a) Identify and explain the errors associated with the interviewer, interviewee, and the structure of the interview during the selection process.

(08 Marks)

- b) The Grand Garment has recruited twenty (20) Management Trainees with the purpose of enhancing organizational performance. Design an induction program for these newly recruited Management Trainees.

(10 Marks)

(Total 18 Marks)

Question No. 06

- a) Differentiate “Employee Health” from “Employee Safety” **(04 Marks)**

- b) Assume you are a Human Resource Intern at a tire manufacturing company. 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 factory.

(14 Marks)

(Total 18 Marks)

Question No. 07

- a) Differentiate “Direct Payment” from “Indirect Payment”. **(04 Marks)**

- b) Briefly explain the qualities of an effective pay management system.

(06 Marks)

- a) Discuss the purposes of having performance evaluation in an organization.

(08 Marks)

(Total 18 Marks)

Question No. 08

- a) Explain the ways of handling employee grievances at the workplace?

(06 Marks)

- b) Disciplinary management is crucial for an organization to function smoothly. Explain the general framework of disciplinary management in an organization.

(12 Marks)

(Total 18 Marks)