



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) – 2023

April – 2025

BMGTE 2025 – Human Resource Management

No. of Questions : Eight (08)

Time: 03 hours

Answer question number one (01) and any other four (04) questions.

Question No. 01

Read the mini-case study and answer the questions given below;

‘Ceylonica Tea or Sirini? Botheju’s Dilemma.

‘Ceylonica Tea Company Pvt. Ltd. processes a range of tea products under *Ceylonica* brand to export markets in the USA, Middle East, Russia and East European countries such as Poland. Recently, the company faced a few problems of low tea cultivation, low productivity, lack of laborers as tea pluckers, and high cost of production and fertilizers. The company mainly runs a family business and Mr. Botheju and his wife Ms. Sirini play major roles in all management aspects. Apart from ten supervisors, a plant manager, and an assistant plant manager, there are five sales executives with 85 laborers who are working on a contract basis. Mr. Botheju is of the view that they need to hire a managing director to look after the overall business including the production and sales operations while assigning overall administration to Ms. Sirini to work under

the new MD. Mr. Botheju thinks that as he is about to retire and that he needs professional expertise to manage this growing business to come out of its major problems, currently facing with.

Mr. Botheju's suggestions have created some disputes among the couple and Ms. Sirini thinks that the new MD should be reported to her.

However, the most experienced supervisor, Mr. Nadeeran suggested Mr. Botheju that more emphasis is needed to hire new workers and keep them and retain them as the labor shortage is an acute problem now in the industry. He further pointed out giving more financial benefits is crucial as laborers now have many options working in other places in town areas. He has shown that when the production plant is not run, the laborers go for manual labor in the towns and sometimes they do not come when the plant needs them back. These issues in the plant now have critically affected its international market as the orders are not sent on time. Mr. Botheju is now feeling stressed and thinking what to do and how to tackle these problems. He has now issues with his family, with the overall management of the company, labor issues in the plant, and the issues in the international market as well.

a) If you are appointed as a consultant to provide consultation to Mr. Botheju, what would you identify as the root problem in this company? Justify your answer.

(08 Marks)

b) Explain what kind of proper HR practices that can help resolve the issues regarding laborers and the management of the company.

(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) 'HRM is the utilization of employees in organizations" Do you agree with the statement? Justify your answer.

(10 Marks)

- b) 'HRM is no more a supporting function, and it's a business partner in organizations" Justify the validity of this statement highlighting the importance of HRM in organizations.

(08 Marks)

(Total 18 Marks)

Question No. 03

- a) An *HR Guru* says that " HRM is contextually sensitive and that it cannot be practiced in a similar way everywhere" Do you agree with this statement? Justify your answer.

(10 Marks)

- b) Briefly explain how Human Resource Development (HRD) is important other than Human Resource Management (HRM) in strategy implementation in business.

(08 Marks)

(Total 18 Marks)

Question No. 04

- a) What is meant by Human Resource planning in organizations ?

(04 Marks)

- b) 'HR Planning will decide the overall success of HRM processes. How do you justify this statement in relation to the importance of HR planning to other HR processes?

(07 Marks)

- c) Briefly explain, using an example, the process of HR planning.

(07 Marks)

(Total 18 Marks)

Question No. 05

- a) Develop a job description and job specification for a management trainee of a State Bank.
(06 Marks)
- b) Explain the importance of Human Resource (HR) processes in organizational success, with a focus on recruitment and selection, training and development, performance management, and pay management.
(12 Marks)
- (Total 18 Marks)

Question No. 06

- a) What is employee induction and why it is important for an organization.
(08 Marks)
- b) Raya Fashion has recruited twenty (20) new sales representatives for their newly opened outlet at Nugegoda. Design an induction programme of 03 days for these newly recruited sales representatives.
(10 Marks)
- (Total 18 Marks)

Question No. 07

- a) Differentiate “Employee Health” from “Employee Safety”.
(04 Marks)
- b) Explain the factors affecting employee health and their consequences in the organizational context.
(06 Marks)
- c) Develop a proposal for managing employee health and safety at the rubber manufacturing factory.
(08 Marks)
- (Total 18 Marks)

Question No. 08

- a) Explain the qualities of an effective pay management system and its importance for organizational success.

(08 Marks)

- b) Explain the concepts of the “Hot Stove Model” and “ Sandwich Model” when handling disciplinary matters in an organization.

(10 Marks)

(Total 18 Marks)