



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) – 2024

June – 2026

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

Meego in Crisis!

Imagine that you have recently been hired as a human resources consultant by a A large scale Local company, called Meego. Meego designs, manufactures and sells commercial air conditioners and coolers worldwide. It currently has over 1,000 employees in its three locations, including 500 at its Colombo headquarters, 300 at a manufacturing plant in Ampara, and now over 200 at its newest manufacturing plant in Jaffna.

The firm is having problems communicating and sharing its corporate values and policies with its newest employees. The problem that Meego has now its plant in Jaffna is that the corporate values and policies were not taken up by the employees well as they see a cultural disparity between the corporate values and the employees culture. The problems in Ampara plant seem to centre around

poor communications between the managers, who are mostly Sinhalese, and its new employees, who are mostly Muslims and Tamils who are residing around the plant.

“We want our corporate culture to be the same everywhere”. Explains Meego’s CEO. He further added; *“We want everything we do in Colombo to be the accepted, standard practice across all of our locations, but that just doesn’t seem to be getting across to our employees in Jaffna and Ampara.”* The plant manager in Ampara added; *“the Sinhalese managers in Jaffna are frustrated with the workers’ abilities to learn Meego’s culture, as a result, productivity at the plant has been negatively impacted”.*

The Head of HR in the Jaffna plant said that *“even executives do not speak their mind very often and often seem to stress harmony with each other over learning Meego’s culture. Managers are also frustrated that staff meetings frequently start late due to the lateness of employees. The employees, who are younger than their managers on the average, are frustrated that they are not told exactly how to do their tasks; instead, they are told to read their employee manuals for guidance. They are concerned that Meego managers are too impatient with them about learning the policies. They feel they have been left to their own devices to figure out how things work, which often causes them to stay late at work. What is more, staying late on their shifts often causes them to be late for staff meetings, where they are often berated by managers for not acting like “good Meego employees”.*

After your examination you become convinced that the problem that Meego is experiencing is a complicated one.

Questions

- a) Identify specifically what problems have arisen in Colombo Head Quarters, in Jaffna plant, in the plant in Ampara, and overall, in Meego Pvt. Ltd?
(08 Marks)
- b) What would be the main root cause or root causes that have caused the main problem in Meego in overall that you identified in question (i) above? Why?
(10 Marks)

- c) What solutions would you suggest resolving the main problem of the Meego Pvt. LTD you identified in question (ii) above?

(10 Marks)

(Total 28 Marks)

Question No. 02

- a) 'HRM is no more only to utilization of employees in organizations" Do you agree with the statement? Justify your answer.

(10 Marks)

- b) 'HRM is radically changing during last few decades and act as a business partner in organizations rather being mere a supporting function". How do you Justify the validity of this statement?

(08 Marks)

(Total 18 Marks)

Question No. 03

- a) 'HRM should be differently articulated in different contexts, and it is not just applying a set of practices systemically'. What evidence would you collect to support this view?

(08 Marks)

- b) Briefly explain how Human Resource Development (HRD) is important to execute the HRM strategy in business.

(10 Marks)

(Total 18 Marks)

Question No. 04

- a) Describe the meaning of Human Resource planning.

(04 Marks)

- b) Explain with examples how HR planning will be crucial in effective recruitment, training and development and performance enhancement in organizations.

(10 Marks)

- c) How do you measure the success of an HR planning process?

(04 Marks)

(Total 18 Marks)

Question No. 05

XYZ Manufacturing Ltd. is expanding its operations and plans to recruit 50 new employees. However, the HR department has observed that previous recruitment efforts resulted in high employee turnover because job expectations were not clearly communicated and some employees lacked the required competencies.

- a) Discuss the importance of job designing for effective human resource management.

(06 Marks)

- b) Explain how job analysis information can support the selection process of XYZ Manufacturing Ltd.

(06 arks)

- c) Evaluate the effectiveness of different selection methods that XYZ Manufacturing Ltd. can use to attract and hire suitable employees.

(06 Marks)

(Total 18 Marks)

Question No. 06

- a) Describe the key stages involved in the hiring process and explain their importance in acquiring competent employees.

(06 Marks)

- b) Discuss the objectives and key components of an effective induction programme.

(06 Marks)

- c) Develop an induction program for newly recruited graduates at ABC Bank.

(06 Marks)

(Total 18 Marks)

Question No. 07

- a) Explain the importance of health and safety management in modern organizations.
(06 Marks)
 - b) Discuss the responsibilities of employers and employees in maintaining a safe working environment.
(06 Marks)
 - c) Critically evaluate how welfare management initiatives can contribute to employee well-being, motivation, and organizational productivity.
(06 Marks)
- (Total 18 Marks)**

Question No. 08

Sunrise Retail (Pvt) Ltd. has faced employee complaints regarding salary inequities and inconsistent disciplinary actions. While some employees believe their compensation does not reflect their contributions, others perceive disciplinary procedures to be unfair and biased.

- a) Discuss the factors that influence pay management, explaining the objectives of compensation management.
(08 Marks)
 - b) As the HR Manager of Sunrise Retail (Pvt) Ltd., recommend appropriate disciplinary management practices that would improve employee satisfaction and organizational effectiveness.
(10 Marks)
- (Total 18 Marks)**