



University of Kelaniya - Sri Lanka
Centre for Open and Distance Learning



Bachelor of Business Management (General) Degree
Second Examination (External) - 2007

BMGT E 2025 – Human Resource Management

No. of Questions: 08

Time: 03 hours

Answer five (05) questions only.

- (01) (a) Define the term “human resource management” (04 marks)
- (b) “In many ways, all managers in an organization are and must be human resource managers.” Do you agree with this statement? Give reasons. (06 marks)
- (c) Describe the steps in formulation and implementation of human resource strategy and discuss its importance in a modern business environment. (10 marks)
(Total 20 marks)
- (02) (a) “Job analysis” is useful for number of functions of human resource management” Explain. (04 marks)
- (b) Distinguish between job specification and job description. (04 marks)
- (c) “For the purpose of forecasting future demand for human resource a number of various factors must be considered” Name and explain with suitable examples the main factors which influence the human resource demand. (07 marks)
- (d) What is the most appropriate recruitment method for the following different categories of employees. Justify your answers. (05 marks)
(i) Management trainees.
(ii) Chief executive officer (CEO)
(iii) Unskilled machine operators
(iv) Marketing manager
(v) Security officers.
(Total 20 marks)

(03) (a) "The most suitable method of filling vacancies in the organization is to give promotions to the internal employees" Do you agree with this statement? Give reasons.

(04 marks)

(b) Why have background tests become so prevalent in many employee selection processes?

(04 marks)

(c) Explain with suitable illustrations the various methods that could be adopted by an employer in conducting interviews.

(12 marks)

(Total 20 marks)

(04) (a) "The information provided by appraising employee performance will be useful for development and administrative purposes" Explain.

(04 marks)

(b) "Performance evaluation of employees should be done by employees' immediate boss." Do you agree with this statement. Give reasons.

(04 marks)

(c) Suppose you are a supervisor. What errors might you make when conducting a performance appraisal on a clerical employee?

(08 marks)

(d) What are the sources that typically provide information in case of 360⁰ performance appraisal?

(04 marks)

(Total 20 marks)

(05) (a) What are the main differences between employee training and development in human resource management?

(05 marks)

(b) What types of training methods you recommend for the following different categories of employees.

(i) Cashier of a retail shop

(ii) Employee of a production line

(iii) University lecturer

(iv) Pilot trainee.

(v) Sales Executive

(05 marks)

(c) Assume that as the human resource manager of a manufacturing organization, you want to identify the training needs of production workers. What are the core methods for the identification of training needs of these employees?

(10 marks)

(Total 20 marks)

- (06) (a) "It is important for any organization to have a formal procedure for the settlement of grievances"
- (i) What do you mean by "Grievance settlement procedure"?
 - (ii) What are the steps of a formal grievance settlement procedure.
 - (iii) What are the benefits of having and maintaining a grievance settlement procedure in an organization.
 - (iv) Why is it important to resolve grievances at the lowest possible level of the grievance procedure?

(12 marks)

- (b) What is meant by compensation management?

(02 marks)

- (c) What are the main factors influencing compensation decisions?

(06 marks)

(Total 20 marks)

- (07) (a) "The progressive discipline approach provides opportunities for the employees to correct deficiencies before being dismissed". Name and explain the steps of progressive discipline approach.

(08 marks)

- (b) Is it possible for an organization to follow progressive discipline approach for all the types of misconducts of employees? Give your views.

(02 marks)

- (c) Identify the purpose of health & safety as human resource activities and discuss how they are interrelated.

(04 marks)

- (d) What are the methods that could be used by an employer to promote health & safety in the organization.

(06 marks)

(Total 20 marks)

- (08) (a) What do you understand by "Labour relations"?

(04 marks)

- (b) Explain the obstacles for the growth of strong trade unions in Sri Lanka

(06 marks)

- (c) Describe the meaning of the concept "Employee Welfare" in human resource management.

(02 marks)

- (d) Briefly explain the various welfare services that could be followed by a large scale organization in order to promote employee welfare.

(08 marks)

(Total 20 marks)