



University of Kelaniya – Sri Lanka

External Examinations Branch

Faculty of Commerce and Management

Bachelor of Business Management (General) Degree

Year II and Part I Examination (External) – 2009

BMGT E 2025/ BMG 202.1 – Human Resource Management

No of questions - 07

Time: 03 Hours

Answer four (04) questions including question No. 01

1)

“Tharushi” is a garment manufacturing organization which consists of around 1000 employees. The factory manager Mr. Wimalasena was encounter with severe problem of employee absenteeism. As a result of this he was unable to reach the daily production targets of the organization. The existing performance evaluation indicates employee attendance as an important criterion. The present training section is responsible for training of unskilled machine operators. However the chief instructress in the training section was on maternity leave. She was not replaced by any other alternative training instructor during this period.

Employee turnover was dramatically rising and consequently the demand for machine operators also increasing rapidly. To meet the existing demand for machine operators more unskilled employees were attracted to the organization. The training section encountered with the problem of training all these unskilled operators. The unskilled operator requires being in the training section for two weeks where during this period he/ she was provided with skill training. Although due to the requirement of production line before the training period ends these unskilled operators are taken to production lines. Further to fulfill the demand of the production staff, from the selection process of machine operators the practical exam component was discontinued. At the selection process of machine operators only verbal interview was conducted as difficulties in recruitment.

It was a common practice when production supervisors couldn't achieve the targets; they scold employees in a very ruthless manner. Further there was no proper grievance settlement procedure of the organization. The HR section is managed by a HR executive and she reports directly to the factory manager Mr. Wimalasena. The employee absenteeism is severe issue of the organization and Mr. Wimalsena announced to all employees that the next annual increment was given purely based on their attendance. Mr. Wimalsena announces that the annual increment was given on the basis of the leave taken out of the entitle leave and no increment was given to employees who take no pay leave.

- 1) What are the reasons for “employee absenteeism” of this organization? Explain.
- 2) How does the Mr. Wimalsena’s decision affect “employee absenteeism”?
- 3) What are the strategies that organization can take to minimize the employee absenteeism and turnover? Explain.

(28 marks)

- 2) a) "To achieve the quality of work life it is necessary to have proper job design. Then it is required to have a balance between efficiency element and behavioural element of job design". Explain. (10 marks)
- b) What are the outcomes of job analysis? Describe. (08 marks)
(Total 18 marks)
- 3) a) Why it is detriment for organization to have employee surplus or employee shortage? Explain the alternative strategies that can be taken in these two incidents. (10 marks)
- b) To increase the efficiency and effectiveness of human resources planning it is necessary to follow basic policies or principles. Explain the principles of human resource planning. (08 marks)
(Total 18 marks)
- 4) a) Explain the steps of Recruitment process (08 marks)
- b) Explain the following techniques of selection and advantages and disadvantages of each method. (10 marks)
(Total 18 marks)
- I. Applications
II. Interviews
- 5) a) What is meant by "Performance Evaluation Criterion and Standards"? Explain with examples. (08 marks)
- b) Explain three (03) evaluator errors in employee performance evaluation and strategies to overcome such errors. (10 marks)
(Total 18 marks)
- 6) a) "Every person is capable of learning though their rate of learning differs" Show how does the learning principles are important in training and development. (09 marks)
- b) Explain the following training techniques (09 marks)
(Total 18 marks)
- I. Job Rotation
II. Case Study Method
III. Vestibule Training
- 7) a) Hot Stove Rule is useful in explaining certain principles of disciplinary management. Explain. (08 marks)
- b) Explain the difference between "Industrial Relations" and Employee Relation". (04 marks)
- c) Describe how the loyal and corporative labour relations encourage organization's development. (06 marks)
(Total 18 marks)