



# UNIVERSITY OF KELANIYA – SRI LANKA

Centre for Distance and Continuing Education

*Faculty of Commerce & Management Studies*

Bachelor of Business Management (General) Degree Second Examination (External) – 2011

December 2013

## **BMGT E 2025 – Human Resource Management**

No of questions – 08

Time: 03 Hours

**Answer question number 01 and any other four questions.**

**Total questions to be answered is 05**

1. A customer care officer, by the name of Shalini, worked for a private hospital few months back. Shalini had a good reputation for her delighted service given to the customers and the internal staff. However, she had some issue with a specific customer who wanted to fall in love with her that created a huge disturbance troubling her day to day work that led some incidents of negligence of customer enquiries for which she got blames from her boss. She repeated this mistake several times since she could not handle this ‘difficult customer’ who troubled her. One day she met her boss and explained the reasons for her mistakes attributing to that ‘blunt’ customer. Her boss exclaimed that it was a failure of her in mismanaging the customers and that she was held responsible for it.

Few days later, terrible news got spread everywhere that Shalini had committed suicide. As a result of the police investigations, the management got to know that Shalini was an adopted child, living together with one of her neighbors without a legal marriage. Further, according to her neighbours, most of the days, there had been quarrels between the couple. This was not known to anyone in her working place, however, her best friend told Shalini’s boss that, every day, Shalini came office very early in the morning and used to call someone outside to share her grievances. Further it was revealed that, Shalini had been offered this by her former boss only by a telephone conversation after she was recommended by his friend. Other customer care officers are of the view that Shalini was underpaid though she worked hard and they also feel underpaid. For the customer care officers, the hospital has not offered training for last five years, and the only benefit they have is overtime payment. A doctor who admires Shalini’s job said that, if Shalini had shared her personal problems or whatever the grievances with them, her destiny would have been changed. Shalini had been working there for about five years in the same position and her performance had been evaluated by her immediate boss

annually in fulfilling the hospital performance appraisal systems to consider her annual increments which every employee gets annually.

- a) What are the HRM problems that this hospital currently faces?  
(08 Marks)
- b) Do you think that the hospital is also responsible for Shalini's death? Why? Rationalise your answer.  
(10 Marks)
- c) If you are appointed as an HRM consultant to the hospital what recommendation will you suggest improving the customer care officers' job? Rationalise your answer.  
(10 Marks)  
(Total 28 Marks)
2. a) Describe the meaning of Human Resource Management (HRM) using an HRM definition.  
(05 Marks)
- b) What is the importance of studying about the 'HRM models' in understanding HRM?  
(05 Marks)
- c) Differentiate between 'soft HRM' and 'hard HRM'.  
(08 Marks)  
(Total 18 Marks)
3. a) What is employee resourcing?  
(03 Marks)
- b) Suppose that you are asked to design an employee resourcing strategy for a company that has potentially high market growth rate and relatively a high market share. Making needed assumptions and using appropriate examples, show the nature of decision you would make in the following areas of employee resourcing:  
-deciding a recruitment strategy  
-reward strategy  
-training strategy  
(15 Marks)  
(Total 18 Marks)
4. a) Name five methods of job designing, and mention their merits and demerits.  
(08 Marks)
- b) What type of job designing method would you recommend out of 'job enlargement' and 'job enrichment' to a university lecturer? Explain the reasons for your answer.  
(10 Marks)  
(Total Marks 18)

5. a) What is 'Recruiting Yield Pyramid'?
- (04 Marks)
- b) How do you assess the success of a recruitment process?
- (04 marks)
- c) Design a message for an advertisement to recruit Organizational Development Manager to a reputed multinational organization making your own assumptions as needed.
- (10 Marks)
- (Total 18 Marks)
6. a) What is the importance of having HRM policies to organizations?
- (04 Marks)
- b) Why some organizations do not have policies formally written?
- (04 Marks)
- c) Suppose that you are asked to develop a policy framework for the areas of Human Resource Management in a selected organization. Mention the main steps you will apply in the policy formation process.
- (10 Marks)
- (Total 18 marks)
7. a) In a public bank, a bank executive complaints against his public transport service for its regular delay. Will you consider this as a grievance? Rationalize your answer,
- (09 Marks)
- b) Develop a grievance handling process by explaining its major components.
- (09 Marks)
- (Total 18 Marks)
8. a) List five benefits of using employee welfare programs?
- (05 Marks)
- b) "Employee welfare is not a motivator, but it eliminates employee dissatisfaction". Critically evaluate this statement.
- (06 Marks)
- c) Explain briefly about four major examples of employee welfare Services that can be provided by an organization.
- (07 Marks)
- (Total 18 Marks)