



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) – 2014
September - 2017

BMGT E2025 – Human Resource Management

No of questions – Nine (09)

Time: 03 Hours

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

1.
Suppose that you have been appointed as a human resource consultant by a newly appointed president of a large apparel manufacturing firm. The dialog mentioned below is between you and the president:

President: I have been in this job for about one month now, and all I seem to do is interview people and listen to personal problems.

You: Why have you been interviewing people? Don't you have a human resource department?

President: Yes, we do. However, the human resource department does not hire top management people. As soon as I took over, I found out that two of my vice presidents were retiring and we had no one to replace them.

You: Have you hired anyone?

President: Yes, I have, and that is part of the problem. I hired a person from the outside. As soon as the announcement was made, one of my department heads came in and

resigned. She said she had wanted that job as vice president for eight years. She was angry because we had hired someone from outside. How was I supposed to know she wanted the job?

You: What have you done about the other vice president job?

President: Nothing, because I am afraid someone else will quit because they were not considered for the job. But that is only half my problem. I just found out that among our youngest professional employees, there has been an 80 % turnover rate during the past three years. These are the people we promote around here. As you know, that is how I started out in this company. I was a mechanical engineer.

You: Has any one asked them why they are leaving?

President: Yes, and they all give basically the same answer: They say they do not feel that they have any future here. Maybe I should call them all together and explain how I progressed in this company.

- a) What is the main issues discussed in the case?
(06 Marks)
- b) What is/are the main reason/reasons for the issues? Show how you decide the main reason/s.
(10 Marks)
- c) Explain how would you resolve the issue with the application of appropriate human resource process.
(12 Marks)
- (Total 28
Marks)**

2. a) Explain what Human Resource Management (HRM) is describing its evolution, main focus, content and its nature.
(13 Marks)

b) “Why HRM is important?”

(05 Marks)

(Total 18 Marks)

3. a) Briefly explain the attributes of strategic HRM.

(06 Marks)

c) Why is human resource management strategy so important in effective execution of business strategy? Explain with examples.

(12 Marks)

(Total 18 Marks)

4. a) ‘HRM practices are different to one organisation to another’. Justify the validity of this statement using examples.

(06 Marks)

b) Mention the characteristics of HRM strategy in relation to following mentioned HRM processes at the different stages of business life cycle:

- i. Recruitment
- ii. Reward management
- iii. Training and development

(12 Marks)

(Total 18 Marks)

5. a). Differentiate between ‘HRM and Human Resource Development (HRD).

(06 Marks)

b). Briefly explain main four roles of HRM as discussed by Dave Ulrich.

(12 Marks)

(Total 18 Marks)

6. a). Explain how you would design a recruitment program for a selected category of employees in a selected organisation. Reveal any assumptions you may use in this regard.

(12 Marks)

- b). How do you assess the success of a selection process?

(06 Marks)

(Total 18 Marks)

7. a). What is the difference between training and development?

(05 Marks)

- b). Briefly explain about how you would design a training program to train ten banking assistant, working in a major public bank by describing major stages of training design.

(13 Marks)

(Total 18 Marks)

8. a) Why managers should bother about health and safety measures at workplace?

(05 Marks)

- b) If you are asked to design a welfare scheme for a selected employee category, what factors will you consider?

(06 Marks)

- c) Briefly explain two methods of performance appraisal on how they are implemented in appraising performance.

(07 Marks)

(Total 18 Marks)

9. a) What information is included in job descriptions and person specifications?

(06 Marks)

- b) Explain the main phases of human resource planning process illustrating an example.

(12 Marks)

(Total 18 Marks)