

EASTERN UNIVERSITY, SRI LANKA

FACULTY OF COMMERCE AND MANAGEMENT

**Second Year Second Semester Examination in Bachelor of Business Administration
Honours/ Bachelor of Commerce Honours – 2021/2022 (Feb/Mar 2024) (Proper/Repeat)**

HRM 2033 Human Resource Management

Answer all 5 questions.

Allocated Time: 03 hours

Q1. Read the following case study and answer the questions given below:

Disciplinary Actions at Cement Factory: HR needs to Know

Malan Gamage had been working in the Todo Cement Factory for more than 15 years. His service reports were excellent and there was no complaint or accusation against him so far. He was popular as a well-disciplined employee in the matter of observing company rules and regulations. He made his first mistake, where he did not hear the sound of the bell, which was used to restart the work because he had fallen asleep at teatime near his machine. The main supervisor who was going by overseeing the work at the machine section noticed Malan sleeping. Malan who had slept during the time when the machine should be on operation was accused for an infraction of rules at the factory and had to face a disciplinary inquiry.

Malan admitted the fault. His defense was that he had fallen asleep as he was suffering from starvation without having the usual meal, i.e. rice for several days. His supervisor yell and shout at Malan in front of all other workers in a very inappropriate manner. The supervisor used abusive words and embarrassed Malan, which made him to feel mentally so stressed. The supervisor was unaware of the effect of verbal abuse on individuals. Anyhow, both the supervisor and Personnel Manager discussed and decided to give the most lenient penalty to Malan. They did not inquire anything regarding the matter and decided to suspend the work without pay for 5 days was the minimum lenient penalty given so far in the company for an employee who had been caught sleeping during the working time. The penalty was given to Malan by reducing it up to three (3) days.

But Malan's union does not accept this as a lenient penalty. "Is this a lenient penalty? Three days wage is a one tenth (1/10) of this man's monthly wage. What a lenient penalty you have given at a time of starvation!" Thus said the union regional secretary. Also, further the union argued whether "there is any policy or guide of rules to decide

the type of penalty”, because the management did not communicate regarding any policy in violating the rules of the company. Moreover, “In any other company this penalty is given for an offence done on two or three occasions. You have cut the wage for the first time.” So saying, the union further protested.

The union also made a complaint to the management against the supervisor for verbally abusing their member, Malan. The union wanted to take action against supervisor for embarrassing Malan. The biggest issue is no one in the management is ready to listen to their workers. According to the company’s conventions, the management did not agree to make any kind of inquiry for the supervisor and also, did not agree to reduce the given penalty. Therefore, the union members protest further and stop all the operational activities of the company. Anyhow, HR manager or the top management could not address these issues and console the workers. So, the top management seeks advise from an HR expert to solve the issues.

Case study questions:

- Assume that you are appointed as the HR expert for the Todo Cement factory and answer the questions below;
- a) Identify the key problems in this case. Is it essential to punish Malan? (05 Marks)
 - b) State your opinion concerning the punishment given to Malan. Illustrate the factors HR manager needs to consider in determining the severity and non-severity of an offense. (05 Marks)
 - c) In the case study, union states that “*in any other company this penalty is given for an offence done on two or three occasions.*” Comment on this statement. Highlighting the importance of a progressive discipline system to the factory. (04 Marks)
 - d) Suggest how the problems of the factory can be solved. (06 Marks)
- (Total 20 Marks)**

Q2.

- a) Please specify the most appropriate answer (One Letter) only in the answer script.
 1. Which of the following is most likely to be the first step in personnel selection?
 - A. Identify job vacancies
 - B. Application evaluation
 - C. Background test
 - D. Initial interview
 - E. Reviewing work samples

2. _____ exposes trainees to various jobs at their level of employment.
 - A. Job enlargement
 - B. Job enrichment
 - C. Job rotation
 - D. Job commitment
 - E. Professional technique

3. The laying off a large number of managerial and other employees of the organization is known as;
 - A. Rightsizing
 - B. Downsizing
 - C. Outsourcing
 - D. Upsizing
 - E. None of the above

4. _____ is the procedures through which one determines the duties associated with positions and the characteristics of people to hire for those positions.
 - A. Job description
 - B. Job context
 - C. Job analysis
 - D. Both B and C
 - E. Both A and C

5. _____ elements are more concerned with the satisfaction of the employees when designing the jobs.
 - A. Efficiency
 - B. Effective
 - C. Behavioural
 - D. Managerial
 - E. None of the above

6. Engineers and Chartered accountants' jobs are designed using;
 - A. Group technique
 - B. Scientific technique
 - C. Efficient technique
 - D. Professional technique
 - E. Standardization technique

7. Managers forecasting the number and type of employees needed in future based on their experiences, personal opinion and judgement is called as,
 - A. Formal forecast
 - B. Informal forecast
 - C. Delphi technique

- D. Unit forecast
E. None of the above
8. The _____ recruitment policy prevents the flow of new knowledge and skills inside is a _____ to the organization.
A. internal, advantage
B. internal, disadvantage
C. external, advantage
D. external, challenge
E. internal, skill gap
9. Assessing the success of training given to an employee is the _____ purpose of performance evaluation.
A. Management - Administrative purpose
B. Management - Informative purpose
C. Informative - Development purpose
D. Management - Development purpose
E. Informative - Career development purpose
10. Inappropriate ventilation, temperature and lighting is categorized as _____ causes of an accident.
A. Environmental
B. Human
C. Miscellaneous
D. Machinery
E. Chemical

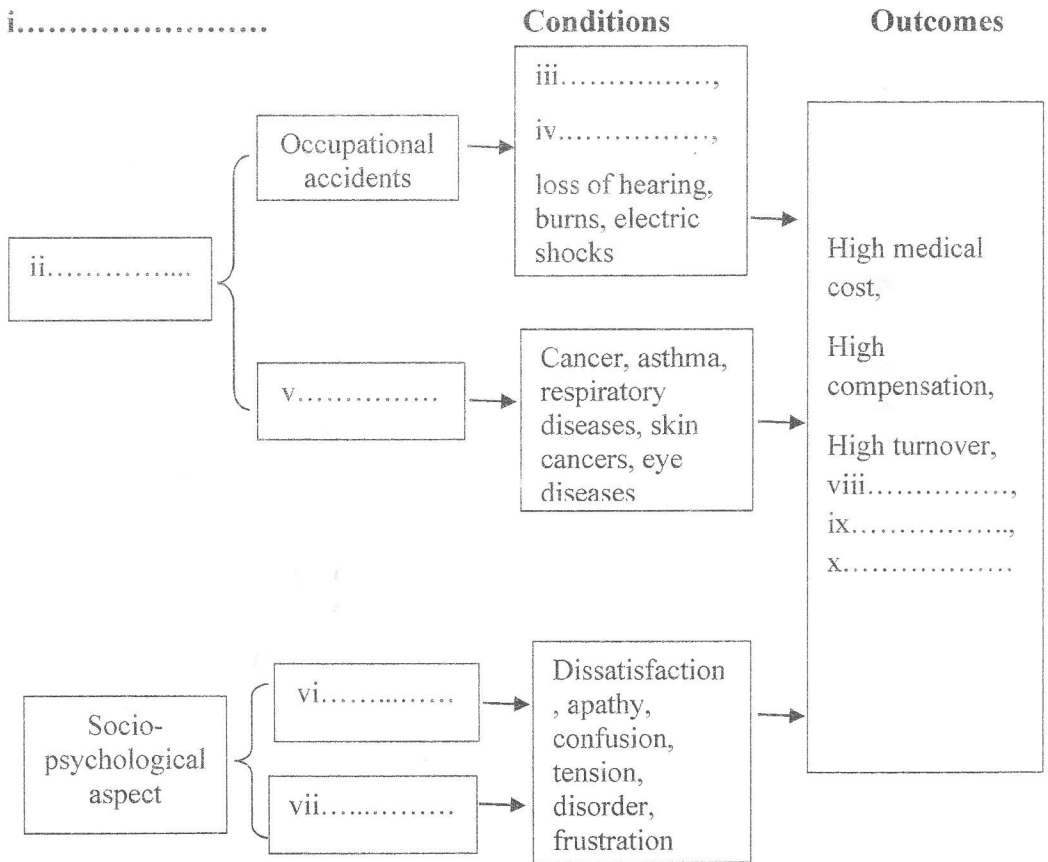
(10 x 01 = 10 Marks)

b) Write short answers to the following questions.

1. Distinguish between "Selection" and "Recruitment". (02 Marks)
2. Illustrate the strategic goals of human resource management. (02 Marks)
3. Indicate how "scientific technique" of job design is applied in Apparel firms. (02 Marks)
4. Briefly explain the meaning of 360 – degree performance appraisal method. (02 Marks)
5. Point out any two components of pay or remuneration. (02 Marks)
6. List out any two factors which influence on the applicant's decision to accept the job offer. (02 Marks)

7. Indicate any two methods available for collecting information about the job/s in job analysis. (02 Marks)
 8. State the three levels of training need identification. (03 Marks)
 9. State three benefits of the induction programme for the new employees of an organization. (03 Marks)
- (20 Marks)**

c) Write the most appropriate missing word in the “Model of Environmental Hazards affecting Employee Health and Safety” in the answer script.



(10 Marks)
(Total 40 Marks)

Q3.

a) “Job design (JD) affects overall individual job performance”.

Design a figure to show the significance of job design on the employee.

(04 Marks)

b) Regular review of an employee's job performance and overall contribution to a company is essential.

i. Identify and state subjective and objective criteria which can be used to evaluate the performance of the given jobs. (03 Marks)

Job	Objective criteria	Subjective criteria
1.Lecturer		
2.Doctor		
3.Salesman		

ii. Outline any three problems that an appraiser may commit in employee performance appraisal. (03 Marks)

c) *“According to the “Hot stove rule”, the characteristics of discipline is similar to the consequences of a person who touches the hot stove”.*

Comment on the above statement with an elaboration on the characteristics of the hot stove rule. (05 Marks)

(Total 15 Marks)

Q4.

a) Highlight four challenges a human resource manager may face when using “external recruitment policy” in recruitment and selection. (04 Marks)

b) Rakesh, the HR manager at Glass Ltd uses interview method to select the candidates, since it is the most popular method in Sri Lanka. Outline three pros and cons of using this method. (06 Marks)

c) *“Organizations follow several methods to settle Grievances”.*
Discuss any five methods of grievance settlement which are suitable for a Manufacturing company in Sri Lanka. (05 Marks)

(Total 15 Marks)

Q5.

a) *“Trade Unions do not come in to existence naturally. They come in to existence owing to the nature of management of the organization.”*

Critically discuss this statement giving the reasons for unionization by employees in Sri Lankan organizations. (05 Marks)

b) *“Control - group design allows to determine the exact impact of training on employees’ behaviour and results in a reasonable way.”*

Do you agree with the above statement and explain how “control - group design” may evaluate the effectiveness of a training programme. (05 Marks)

(Total 10 Marks)