

# EASTERN UNIVERSITY, SRI LANKA

Examination (Insert official title of the Examination, as it appears) } Second Year Second Semester Examination in BBA/BCOM Hons-  
 2018/2019  
 At the head of the Question paper (January 2022) (Proper/Repeat)

Title of the Paper **HRM 2033 Human Resource Management**

Index Number (Write very clearly) .....

<u>Directions to Candidates</u>	For Examiner's Use only		
(1) Write on both sides of the paper. (2) write the Number of each question at the top of each page in the space provided (3) Cross out all rough work and blank pages. (4) Fasten any supplementary paper, books, outline maps etc. at the end of this book so that it may provide continuous reading matter to the examiner. (5) Do not tear off any part of this answer book. (6) In no circumstances must this book, used or unused be removed from the Examination hall by a Candidate (7) Any candidate who is found to be in possession of any written, printed or pictorial matter not authorized by the Registrar will be required to give an explanation in writing, may be excluded from the examination hall and will be reported to the Vice-Chancellor.	Question No	Marks	
		Q <sub>1</sub>	
		Q <sub>2</sub>	
		Q <sub>3</sub>	
		Q <sub>4</sub>	
		Q <sub>5</sub>	
<b><u>For use of Candidates</u></b>			
Write here the NUMBERS OF THE ANSWER in the order in which they have been written.			
Number of books enclosed and any other annexure such as maps, graph paper etc.			
This book should be handed over personally to the Invigilator. It should not be left behind on the desk.	<b>TOTAL</b>		

Index Number: .....

**Eastern University, Sri Lanka**  
**Faculty of Commerce & Management**  
**Second Year second Semester Examination in Bachelor of Business Administration/Bachelor**  
**of Commerce Hons.**  
**2018/2019 (January 2022)**  
**(Proper/Repeat)**  
**HRM 2033 Human Resource Management**

**Answer all five (05) Questions.**

**Time: Three Hours**

**Answers to be written on the question paper itself.**

**No. of Pages: 16**

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**Q1. Read the case study and answer the questions given below.**

**Are New recruits Looking for Work-Life Balance?**

Anyone who has tried to balance his or her time between a busy job and a fulfilling personal life knows how challenging this can be. An indisputable fact is that work and personal lives are interconnected. Companies know this. Potential recruits also know this. It's become more of an issue in recent years due to some important demographic changes that are affecting many workers. For example, companies are experiencing rising demand for the expansion of child care and elder care programs. This is not surprising given the aging of the U.S. population and that Gen Xers are starting to have families. Thus, many recruits who are members of the "sandwich generation" (i.e., they are sandwiched between elderly parents and young children and therefore, have to provide care for both sets of family members) consider as part of their employment decisions the number and type of work-life balance programs that potential employers offer. Other demographic changes that are contributing to this rise in the demand for work-life balance programs include the increase of single parents entering the workforce and an increase of dual-career couples. In both cases parents who shoulder caregiving responsibilities often seek flexible work arrangements and more flexible career cycles. Flexible career cycles allow individuals to leave their career tracks temporarily to raise a child, care for a sick parent, and so on. These individuals are welcomed back to work and placed back into career-oriented positions. Are companies using work-life balance programs to attract top candidates to join their firms? The answer is yes. Whirlpool attempts to attract recruits with the company's family friendly culture. To illustrate, the company arranged for housing for an intern and his family for the entire summer. At Xerox, two executives successfully share one job so that they can have more time at home with their young children. After 10 years

the job-sharing arrangement is working whereby both executives report high levels of satisfaction with the arrangement and the company has been able to retain two productive and experienced employees. Flextime programs that allow employees limited control over which days and hours they have to be working at the office are becoming popular at many companies. For example, an employee may prefer to work a 4-day/10-hour-a-day week instead of a traditional 5-day/8-hour-a-day week. The shorter workweek may allow the employee to attend children's sporting events, provide weekend care for an elderly parent, or engage in other important activities. Companies such as Hewlett-Packard, Merrill Lynch, Deloitte Touché, and Cigna have implemented flextime programs. Related to flextime is telecommuting, which allows employees to work in their home part or full-time while being connected to the office via the Internet, phone lines, and the like. Although some managers and supervisors fear a loss of control from this type of work-family arrangement, companies like Pfizer have been careful to create an effective telecommuting policy. For example, in order to qualify for this program, Pfizer employees are required to demonstrate that the work can be accomplished off-site, to submit a formal proposal outlining performance standards, and to limit the number of days worked off-site to no more than two per week. Work-life balance programs such as job sharing, flextime, and telecommuting are designed for both retaining current employees and attracting potential employees to the firm. As new college graduates increasingly find themselves providing care to both their aging parents and young children, the value of these programs will only increase. Undoubtedly, this will make work-life friendly companies more attractive in the marketplace.

(Source:

**Case Study Questions:**

- a) **Define** the terms "flextime, telecommuting, and job sharing".

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(03 Marks)

b) **Why** is there a need for organizations to offer work-family balance programs such as flextime, telecommuting, and job sharing?

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(06 Marks)

c) Some organizations do not believe in offering any of these work-life balance programs. What do you think their reasoning is? **Explain.**

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(06 Marks)

(Total 15 Marks)

- Q2.**
- a) Underline the most appropriate answer for the following multiple-choice questions.**
- i. .... Test is conducted to judge specific talent or skill to handle a particular type of job.
    - (a) Aptitude
    - (b) Interest
    - (c) Intelligence
    - (d) Selection
  - ii. Recruitment policy usually highlights the need for establishing.....
    - (a) Job specification
    - (b) Job analysis
    - (c) Job description
    - (d) None of the above
  - iii. Which of the following fields requires a skilled HR professional?
    - (a) People handling
    - (b) Clarifying
    - (c) Both (a) and (b)
    - (d) None of the above
  - iv. The business side of the process begins with the strategic.....as one of the guiding frameworks.
    - (a) Policy
    - (b) HR
    - (c) plan
    - (d) All of the above
  - v. Which of the following takes a full interest in the process of strategic planning?
    - (a) Training & Development
    - (b) Quality Control
    - (c) Human Resource
    - (d) Production

- vi. Which of the following is evolved in staffing?
  - (a) Termination
  - (b) Estimation of Workload
  - (c) Personnel appointments and placement
  - (d) all of the above
- vii. What is defined as a record outcome resulting from a particular job or an activity at a specific time?
  - (a) Evaluation
  - (b) Work function
  - (c) Performance
  - (d) None of the above
- viii. A/An..... is a plan or a program scheme that helps to motivate an individual or a group to deliver outstanding performance.
  - (a) Promotion scheme
  - (b) incentive scheme
  - (c) Reward
  - (d) None of the above
- ix. HRM typically provides which of these type of training to temporary employees?
  - (a) Retirement planning
  - (b) Benefits options
  - (c) Orientation
  - (d) Career planning and management
- x. .... is the process of estimating future manpower needs of the organization.
  - (a) Promotion of Employees
  - (b) Human Resource Planning
  - (c) Placement of Employees
  - (d) Human Resource development

(10 x 01 = 10 Marks)

**b) Mark the statements True (T) or False (F) for the following questions.**

- i. The Best fit approach that seeks to link strategy, business, performance and HRM policies and practices, assumes that there are a number of HRM practices that are suitable for all organizations.
  - (a) True
  - (b) False
- ii. The extent to which an employment selection test provides consistent results is known as reliability.
  - (a) True
  - (b) False
- iii. The mental process to interpret environment as per one's own understanding is known as attitude.
  - (a) True
  - (b) False

- iv. Replacement is the process of helping unwanted present employees find new jobs with other firms.
- (a) True
  - (b) False
- v. The beginning point for any human resource planning process is the examination of the current human resource status by making a human resource inventory.
- i. True
  - ii. False
- vi. If a training event includes learning to be a better listener or learning to interact effectively with team members and customers, it is attempting to teach interpersonal skills.
- i. True
  - ii. False
- vii. The use of critical incidents focuses the evaluator's attention on key behaviours that distinguish effective from ineffective work performance.
- i. True
  - ii. False
- viii. College recruiting is a positive source of potential job candidates. Because of the knowledge the potential candidate may gain about the employer. However, it may not increase the diversity and mix of employees.
- i. True
  - ii. False
- ix. In a career development focus, information about individual interests and preferences is a part of human resource planning.
- i. True
  - ii. False
- x. When an interviewer prepares list of question in advance and asks those questions to the candidate to obtain the information from the candidate it's called a well-organized interview.
- i. True
  - ii. False

**(10x 01 = 10 Marks)**

**(Total 20 Marks)**

**Q3.**

- a) **Distinguish** between Training and Development. **List out** four (04) reasons why organizations needs to invest in training programme for the employees in the Banking Sector.

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**(07 Marks)**

- b) Harry, the Human Resource Manager at Match Ltd uses the observation method to analysis jobs in the organization. **Outline** five (05) challenges that he may face when using this method.

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**(05 Marks)**

c) **Briefly explain** three (03) reasons why an organization may choose to use an external employment agency when sourcing candidates for a vacant job position.

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(06 Marks)

d) **Briefly elaborate** three (03) significant challenges dealing with COVID-19 faced by HR Managers during the COVID-19 Pandemic in Sri Lanka.

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(07 Marks)

(Total 25 Marks)

Q4.

a) **What do you mean** by Human Resource Planning? **Briefly explain** the three (03) reasons to develop effective HR plan for the employees in a Manufacturing organizations.

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**(07 Mark**

b) **Briefly describe** three (03) benefits of the induction programme for the new employee from the perspective of an organization.

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**(07 Marks)**

c) "Human Resource Management involves all management decisions and practices that directly affect the people who work for the organization". **Discuss** this statement with suitable examples.

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**(07 Marks)**

b) **Point out** four (04) characteristics of an effective reward system and **briefly elaborate** two (02) internal and two (02) external factors that would be affected to develop reward system of an organization.

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**(07 Marks)**

