

# EASTERN UNIVERSITY, SRI LANKA.

Examination (Insert official title of the Examination, as it appears

} Second Year Second Semester Examination in BBA/BCOM-  
2017/2018

At the head of the Question paper

(January 2020) (Proper/Repeat)

Title of Paper

**HRM 2013 Human Resource Management**

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

<u>Directions to Candidates</u>	<b>For Examiner's Use only</b>		
<p>(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.</p> <p style="text-align: center;"><b><u>For use of Candidates</u></b></p> <p>Write here the NUMBERS OF THE ANSWER in the order in which they have been written.</p> <hr/> <p>Number of books enclosed and any other annexure such as maps, graph paper etc.</p> <hr/> <p>This book should be handed over personally to the Invigilator. It should not be left behind on the desk.</p>	Question No	Marks	
	Q <sub>1</sub>		
	Q <sub>2</sub>		
	Q <sub>3</sub>		
	Q <sub>4</sub>		
	Q <sub>5</sub>		
	<b>TOTAL</b>		

Index Number: .....

HRM 2013 Human Resource Management

**Eastern University, Sri Lanka**  
**Faculty of Commerce & Management**  
**Second Year Second Semester Examination in Bachelor of Business**  
**Administration/Bachelor of Commerce**  
**2019/2020 (January 2020)**  
**(Proper/Repeat)**  
**HRM 2013 Human Resource Management**

Answer all five (05) Questions.

Time: Three Hours

Answer have to be given in this question paper.

No. of Pages: 18

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

**XYZ Company Uses HR as a Strategic Tool for Growth**

Joining Petter as HR manager five years ago was a challenging proposition— both for the company and for myself. An award-winning independent retail marketing agency based in Leeds, Petter creates advertising, point of sale, and design for major clients including the United Kingdom grocery giant ASDA and the sofa retailer DFS. When I joined the agency in January 2003, Petter had no HR function whatsoever. Originally a family-run business, it had grown, over twenty-five years, to a team of seventy and had just undergone a management buyout. The key to introducing HR to Petter was to introduce a performance review tool that allowed us to benchmark the success of a people-centered culture and allowed every employee the opportunity to have their say. We therefore launched “Gratter chatter,” an employee survey that has become the bedrock of the agency’s HR function. The initial survey highlighted several issues within the agency that clearly needed to be addressed:

- Team structures were unclear; people did not know who their line manager was and reporting lines were blurred in some departments.
- Work/life balance was poor.
- There was a lack of understanding of company values.
- Only 66 percent stated they enjoyed working at Petter.

- There was a low commitment to training and development.
- Employees did not believe the survey was confidential or anonymous, so there was an initial lack of trust and only 70 percent completion.

Many initiatives have been taken to address the issues thrown up by the first and subsequent surveys. These include:

- Clearly defined role profiles, so everyone understands their role.
- Biannual people asset reviews to ensure that we are aware of all employee development needs and are able to take relevant action.
- To help address the work/life balance we introduced a “justification to recruit” procedure to ensure that there was a rigorous thought process before recruitment took place.
- An increase in flexible working opportunities—10 percent of employees now enjoy flexible working.
- The introduction of child care vouchers as a part of our range of benefits.
- Management huddles that take place on a weekly basis as a valuable communication tool—we also have an annual company meeting focusing on our three-year business plan and there is regular communication and reminders of our values.
- Introduction of an in-house training schedule that is rolled out twice a year and the establishment of a course evaluation process.
- Exit interviews that take place for all leavers.

Another important development has been the introduction of a structured appraisal procedure, “Let’s Talk,” which ensures that employees are given feedback on their performance and set objectives for the forthcoming year. We also put into place a clear career structure so that employees were aware of how they could progress to the next level. An internal vacancy notice board and procedure were introduced, and as a result of these initiatives 10 percent of employees were promoted internally last year. Some of the company’s stars today are those who were, in the past, not thought to be strong performers, but they have managed to turn their careers around with the help of effective people management. Clients have played an active role in the recruitment process.

Some of the challenges for HR have been aligning it to the wider business as Petter grows and develops in line with its business plan. One of these areas was developing the company’s corporate social responsibility (CSR) credentials. Initiatives include employees reading to

children on a weekly basis at our local primary school, and the introduction of plastic, metal, and glass recycling bins into the business to encourage employees to recycle. We are establishing links with two charities, and we are currently planning an “empty car park” day to encourage car sharing, cycling, and the use of public transport.

The key results achieved by HR at Petter in the five years from 2003 to 2008 are highlighted as follows:

- Employee turnover reduced from 30 percent to 15 percent.
- Attendance rates increased from 90 percent to 98 percent through successful attendance management including welcome back meetings after all absences.
- Gratter chatter (the employee survey) response rates increased from 70 percent to 100 percent.
- Those that believe Petter is a “very good place to work” reached its highest score of 85 percent this year.
- Of new recruits taken on in the last 12 months, 60 percent have been through direct means (web or recommended through contacts/employees).
- Petter is becoming an employer of choice and our name is becoming more known within the industry.

**Case Study Questions:**

a) Identify the **key issues** related with HR practices in this case study.

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**Q2.**

a) **Underline the appropriate answer for the following multiple-choice questions.**

- I. \_\_\_\_\_ is a systematic and planned introduction of employees to their jobs, their co-workers and the organization.
- Job evaluation
  - Investiture orientation
  - Induction
  - Placement
- II. \_\_\_\_\_ refers to the allocation of people to jobs; it includes initial assignment of new employees, and promotion, transfer, or demotion of present employees.
- Recruitment
  - Placement
  - Selection
  - None of the above
- III. Process which involves third party usually neutral in nature while making decisions is classified as
- Procedural justice
  - Constructive justice
  - Arbitration
  - Ombudsman
- IV. Way of protecting individuals' well-being of health is classified as
- Safety
  - Health
  - Adverse situation
  - Security
- V. The following is not a on the job training method
- Understudies
  - Job rotation
  - Management by objectives (MBO)
  - Case study method
- VI. \_\_\_\_\_ is the process of determining future employee needs and declining steps of strategies to achieve organizational goals and objectives.
- Job evaluation
  - Job analysis
  - Human resource planning
  - Job specification
- VII. How performance appraisal can contribute to a firm's competitive advantage?
- Ensures legal compliances
  - Minimizing job dissatisfaction and turnover



- c. Improves performance
- d. All of the above

VIII. Arrange the following steps in the job analysis process in a chronological order.

- A. Gather information
- B. Job specification
- C. Strategic choices
- D. Process information
- E. Job description

- a. ABCDE
- b. CADEB
- c. CBADE
- d. EDCBA

IX. Which of these is an off - the - job training method?

- a. Television
- b. Job rotation
- c. Orientation training
- d. Coaching

X. Human resource management is normally \_\_\_\_\_ in nature.

- a. Proactive
- b. Reactive
- c. Combative
- d. None of the above

(10 x 01 = 10 Marks)

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

1. Employee referrals is a method of external recruitment in which firms ask their employees to solicit applications from qualified friends and associates. (True/False)
2. Fringe benefits are allowed to executives and include company car, club membership, paid holidays, furnished house and the like. (True/False)
3. Input equity refers to degree to which pay received by a particular employee in an organization is related to his or her inputs used to perform duties of the job. (True/False)
4. Quasi method is s personnel/HRM specialist or a third party involves in a grievance to handle the situation fairer. (True/False)

5. Training is any learning activity, which is directed towards future needs rather than present needs. **(True/False)**
6. Selection refers to the process of identifying and attracting job seekers so as to build a pool of qualified job applicants. **(True/False)**
7. Early retirements and job sharing are strategies used to overcome the employees' shortage conditions. **(True/False)**
8. Job enlargement is the vertical expansion of the job. **(True/False)**
9. Trade union is a group of two people who come to strengthen their bargaining position. **(True/False)**
10. Flexi time is a plan in which employees can set their own work hours within limits set by management. **(True/False)**

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

**(Total 20 Marks)**

**Q3. Write short answers for the following questions.**

- a) Define the term **"Human Resource Management"** in your own words.

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**(02 Marks)**

- b) List out the **four (04) major functions** of Human Resource Department.

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**(02 Marks)**

c) Point out **four (04) major objectives** of Human Resource Management.

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**(02 Marks)**

d) What are the **two (02) differences** between **Personal Management (PM)** and **Human Resource Management (HRM)**?

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**(02 Marks)**

e) Indicate **four (04) criteria** of good Performance Appraisal System.

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**(02 Marks)**

f) What are the **four (04) methods** of collecting information to develop the job description?

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**(02 Marks)**

g) List down **two (02) traditional** and **two (02) modern methods** of Performance Appraisal in an organization.

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**(02 Marks)**

i) What are the **four (04) stages** of Human Resource Planning Process?

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**(03 Marks)**

j) Differentiate the terms “**On –the – job training**” and “**Off- the – job training**” in an organization.

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**(03 Marks)**

**(Total 20 Marks)**













