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EASTERN UNIVERSITY, SRI LANKA

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FACULTY OF COMMERCE AND MANAGEMENT

**Second Year Second Semester Examination in Bachelor of Business Administration
and Commerce 2014/2015 (July, 2017) (Proper / Repeat)**

HRM 2013 Human Resource Management

Answer all questions

Time: 03 Hours

1. **Read the Case study and answer the questions given below.**

Adam, fresh from school was a newly recruited HR practitioner. During his one month into the job, he was asked to be in-charge of the orientation programme for the entire organisation. Being new, he followed closely to the processes. Recently, Roy joined the organisation and Adam was required to orientate him. On Roy's first day of work, Adam brought him around the organisation for introduction to the rest of the staff. Unfortunately, Roy's assigned mentor was not around hence, Adam was unable to make an official introduction for Roy to meet up with his mentor. In the afternoon, during the HR briefing, Adam mentioned to Roy that there is a buddy system in place but it is only on an opt-in basis. Roy requested to opt for a buddy. Adam was rather surprised by Roy's request as according to Adam's manager-Jean, no one in the organisation has requested for a buddy.

Hence, Adam checked with Jean on the criteria in getting a buddy for Roy and according to her, Adam found out that it needed to be someone preferably from Roy's department. Having clarified on the criteria, Adam was supposed to get a buddy for Roy, unfortunately, this issue was clearly forgotten by Adam due to his busy schedule as he was involved in other HR matters as well and he did not follow up with Roy's request promptly.

One week later, Adam met Roy in a lunch gathering and Adam greeted Roy and asked him casually how is he doing and if he has adapted well to his job. Roy, asked Adam blatantly and angrily where is his buddy that he had requested. At that moment, Adam recalled on the existence of this request and unwittingly told Roy that he thought Roy was joking with him on the request for a buddy as he did not want to admit to Roy that he had clearly forgotten about the whole issue. Roy was very angered by Adam's response and told him off that he was very serious in getting a buddy and that its Adam's responsibility to do so. Adam, clearly

embarrassed and guilty about his mistake, apologised immediately and promised to get him a buddy. On the very day, a buddy- Sam, was found for Roy. Roy was very unhappy with Adam and confronted Adam and his buddy when he was able to have an official meet up session with his mentor. Adam explained to Roy that the organisation has no current practice in place for meet up sessions to be arranged between mentors and mentees and its a practice for mentees to take self-initiative to do so in arranging for meetings with their mentors and also that his mentor is currently out of town and will only be back the next day. Adam, himself being a new staff also was at that moment in time speaking on personal experience and also based on what Jean had told him. Sam, who was present agreed and helped to explain to Roy on the practice. Roy kept quiet and Adam unknowingly thought that Roy has understood the organisation practice. Hence, Adam did not continue to check with Roy on this aspect.

The following day, Roy had a feedback session with his manager and Adam was called upon to sit in as a part of the orientation programme. Roy brought up the issue on Adam's failure to get him a buddy promptly and that he was not introduced to his mentor at all. He complained about the poor management of the HR mentor and buddy system and that it was not effective at all and that he expressed that he is very unhappy with Adam as he felt that he was not doing his job at all. Adam tried to explain to Roy and his manager about what happened and also reassured Roy that he will take his suggestions of improving on the system and was apologetic about the issue. He told Roy's manager that he will bring Roy to see his mentor after the session as his mentor is back in the office after being on leave for the past week.

Roy was still very unhappy with Adam and continued telling Adam off in front of his manager.

Case Study Questions:

- i) On an HR practitioner point of view, what should Adam do to resolve the issue?
(05 M)
- ii) Roy is very unhappy with Adam and holds it against him even though all has been explained and followed up. What should Adam as HR do to resolve this and should Adam's manager do something?
(08 M)

iii) What role does Roy's manager play in this issue and should he be implicated?
(07 Marks)

iv) As a HR student, how you should deal with this situation
(08 Marks)

(Total 28 Marks)

Q2. i) "*There are several strategic goals of HRM in order to achieve the generic purpose*".
Briefly elaborate the *Strategic Goals* of Human Resource Management.

(05 Marks)

ii) "*When forecasting the future demand of the human resource, the managers need to consider several factors.*" Briefly explain the *factors* which will affect the demand of human resource.

(05 Marks)

iii) Briefly indicate the *Elements of Job Design*.

(04 Marks)

iv) "*Job Analysis (JA) is a procedure for determining the duties and skill requirements of a job and the kind of person who should be hired for it*". Briefly discuss any four (04) *usage of JA information* in an organizational context.

(04 Marks)

(Total 18 Marks)

Q3. i) Select *one Recruitment Policy* and elaborate it with its advantages and disadvantages.
(05 Marks)

ii) "*The inefficient and ineffective selection results in deterioration of quality of HR and ultimately impairs organizational success.*" Elaborate the *unfavorable consequences* of a wrong selection.

(05 Marks)

iii) Briefly discuss the *types of Induction Programmes* with examples.

(05 Marks)

- iv) *“Induction is the HRM function that systematically and formally introduces the new employee to the organization, the job, the work group to which the new comer will belong and the work environment where the new comer will work”.*

Discuss the importance of induction for a new employee.

(03 Marks)

(Total 18 Marks)

- Q4. i) *“Edward E.Lawler (1971) has presented a model of the consequences of Wage and Salary Administration”.* Briefly explain the *model* with diagram.

(05 Marks)

- ii) Briefly elaborate the *problems* with the Performance Appraisal by the evaluator.

(04 Marks)

- iii) *“Designs of training evaluation refer to approaches or styles of assessing the impact of training on reaction, learning, behavior and results”.* Discuss this statement with the help of major design of evaluation.

(05 Marks)

- iv) Briefly discuss the *causes that can create the grievances in an organization between employees and employers.*

(04 Marks)

(Total 18 Marks)

- Q5. i) *“Labour Management Relationship (LMR) is the Perceived degree of how well labour unions and managers in an organization feel and behave towards each other (Opatha, 2009, P.854)”.* Briefly elaborate the LMR framework.

(06 Marks)

- ii) Elaborate the collective bargaining structures with appropriate examples.

(06 Marks)

- iii) *“Eliminate the causes for accidents and industrial safety are ensured. Why safety?”*
Explain the statement.

(06 Marks)

(Total 18 Marks)

05. "Beside many other methods, cost - plus pricing is an easy method adaptable by small business people in fixing the price for their products".

(i) Briefly describe three other pricing methods.

(06 Marks)

(ii) What are the main components of cost in the cost of production of a good?

(03 Marks)

(iii) Preparation of "Rice and Curry" is known by all. The following are the material requirements for the preparation of 10 parcels of rice, with dhal curry, fish curry, rasam and a pappadam.

Ingredients	Requirement	Price
Rice	2 measure	Measure 85/-
Dhal	½ kg	Kg - 220/-
Coconut	3 nuts	35/- per nut
Fish	½ kg	1 kg - 450/-
Rasa Masala	-	50/-
Pappadam	10 discs	1.75 per disc

You may assume other relevant costs.

Further time needed for the following activities is listed below.

Purchasing 1 Hr

Rice cooking

Dhal curry cooking

Fish curry cooking

Rasam preparation

Pappadam frying

} 4 Hrs

Packing and distribution by bicycle 1 Hr

Calculate the cost of production of a parcel of rice with fish curry, dhal curry, rasam and pappadam

(09 Marks)

(Total 18 Marks)