

**EASTERN UNIVERSITY, SRI LANKA**  
**FACULTY OF COMMERCE AND MANAGEMENT**  
**Second Year Second Semester Examination in Bachelor of Business**  
**Administration / Bachelor of Commerce 2016/2017 (January, 2019)**  
**(Proper / Repeat)**

**HRM 2013 Human Resource Management**

Answer all questions.

Time: 03 Hours

Answer in the paper itself except Question No. 1 .

---

---

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

Janakee Himali, a new word processing employee at the Sri Lanka National Bank got the job by responding to an advertisement stating “no experience necessary-will train.” She has been on the job for two weeks and is becoming discouraged about her training. Gamalath Bandara, her supervisor, believes that learning by observation is the best approach. He says , “Watch me. See how easy it is,” Highly skilled himself, he tends to be impatient and overlook her experience.

Frequently Janakee asks, “Could you slow down? I don’t understand.” Gamalath does slow down momentarily but is soon back to his rapid-fire explanations and shouting, “Haven’t I already told you how to do these things?” Janakee discussed her situation with a co-worker who emphasized that Gamalath is temperamental but the only person with knowledge that is adequate to do the training. Lately Gamalath is becoming more impatient and irritable. He believes in that explanations should not need to be repeated so often and thinks that Janakee should try harder to remember.

Janakee feels that she is doing her best and is convinced that Gamalath is actually hindering her ability to master job skills. She thinks “I do want to keep this job and I know that Gamalath is competent. I just wish he could improve his training skills. May be I should tell him that he is hindering my learning and causing me to make needless mistakes.”

Case Study Questions:

- 1) Is Gamalati good or bad as a trainer? Why? (03 M)
  - 2) Should Janakee tell Gamalati how she feels about his approach to training? Explain your response. (03 M)
  - 3) What HRM problems is the bank facing? How do you solve them? (05 M)
- (Total 11 M)

Q2. i) Point out the generic purpose of HRM.

.....

.....

.....

.....

.....

(02 M)

ii) List down any four (04) objectives have to be accomplished in order to achieve strategic goals of HRM .

1. ....
2. ....
3. ....
4. ....

(04 M)

iii) "Demand forecasting is the process of estimating the future numbers of people required and the likely skills and competencies they will need". List out any four (04) factors which are affecting the future demand of Human Resource.

1. ....
2. ....
3. ....
4. ....

(02 Marks)

iv) Briefly explain any three problems in the performance appraisal.

1. ....  
.....  
.....  
.....
2. ....  
.....  
.....  
.....
3. ....  
.....  
.....  
.....

(03 Marks)

v) Briefly describe the Primary Equity which need to be considered in Pay Management.

- .....  
.....  
.....  
.....

.....  
.....  
.....  
.....

(03 Marks)

vi) **“Induction is the HRM function that systematically and formally introduces the new employee to the organization”.** List down the intentions which are expected to achieve through induction.

1. ....  
.....  
.....
2. ....  
.....  
.....
3. ....  
.....  
.....
4. ....  
.....  
.....

(02 Marks)

vii) **“Prioritizing the training has to be done by examining the impact of each training need on achieving the strategic needs of the organization, in particular strategic objectives”.** List out the factors which are deciding to prioritize training practically.

1. ....
2. ....
3. ....

4. ....

(04 Marks)

viii) List down the importance of Labour- Management Relationship.

1. ....  
.....  
.....

2. ....  
.....  
.....

3. ....  
.....  
.....

4. ....  
.....  
.....

(04 Marks)

(Total 24 Marks)

Q3. *Mark the most appropriate answer in the paper itself.*

1. .... is the process of analyzing jobs from which job descriptions are developed.

- a) Job analysis
- b) Job evaluation
- c) Job enrichment
- d) Job enlargement

2. Which pay is one of the most crucial pays given to the employee and also shown in the pay structure?

- a) Performance
- b) Strategic
- c) Bonus
- d) Commission

3. 360- Degree feedback enhances the quality of ..... decisions.
- a) HR
  - b) Management
  - c) HRD
  - d) All of the above
4. ....describes the duties of the job, authority relationship, skill requirement, and conditions of work etc.
- a) Job analysis
  - b) Job enlargement
  - c) Job enrichment
  - d) Job evaluation
5. The process which is continuous and stops only when the organization ceases to exit.
- a) Training
  - b) Job evaluation
  - c) Hiring
  - d) All of the above
6. Out of the following which is (are) the option(s) while Human Resource Planning for surplus?
- a) Reassign the jobs
  - b) Redesign the jobs
  - c) Reduce work hours
  - d) All of the above
7. Out of the following which system is simple, less expensive and less time consuming?
- a) Paired comparison
  - b) Confidential report system
  - c) Ranking
  - d) Checklist method

8. .... can be defined as a written record of the duties, responsibilities and conditions of job.

- a) Job description
- b) Job specification
- c) Job profile
- d) None of the above

9. The actual achievements compared with the objectives of the job is:

- a) Job performance
- b) Job evaluation
- c) Job description
- d) None of the above

10. Out of the following which is (are) concerned with developing a pool of candidates in line with the human resources plan?

- a) Development
- b) Training
- c) Recruitment
- d) All of the above

11. Majority of the disputes in industries is (are) related with:

- a) Wages
- b) Salaries
- c) Benefits
- d) All of the above

12. Out of the following which type of recruitment process is said to be a costly high.

- a) Internal Recruitment
- b) External Recruitment
- c) Cost remains same for both types
- d) None of the above

13. The three phases of recruitment process are:

- a) Planning, Implementing, Evaluating
- b) Planning, Implementing, Screening
- c) Planning, Implementing, Enrichment
- d) Planning, Screening, Evaluating

14. Out of the following which factor would be relatively low if supply of labour is higher than demand?

- a) Production
- b) Labour cost
- c) Wage
- d) All of the above

15. Under point method, factor(s) generally considered are:

- a) skill, effort, accountability
- b) skill, job enrichment, accountability
- c) wage, job enrichment, accountability
- d) wage, effort, accountability

16. Out of the following which is (are) included in salary survey?

- a) Average salary
- b) Inflation indicators
- c) Salary budget averages
- d) All of the above

17. The ..... programme once installed must be continued on permanent basis.

- a) Job evaluation
- b) Training and Development
- c) Recruitment
- d) All of the above

18. Point system, and factor comparison methods are placed under which category?

- a) Non – quantitative job evaluation
- b) Quantitative job evaluation
- c) All of the above
- d) None of the above

19. Performance Appraisal is a primary HRM process that links employees and organizations and provides input for other processes through these means:

- a) Identification, Measurement, Management
- b) Assessment, Direction, Development
- c) Recruitment, Selection, Placement
- d) Skill, Effort, Responsibility

20. Out of the following which is not a specific goal of human resource management?

- a) Attracting applicants
- b) Separating employees
- c) Retaining employees
- d) Motivating employee

21. Deployment of which resource is difficult to master?

- a) Human
- b) Land
- c) Capital
- d) Natural

22. Demand for human resources and management are created by:

- a) Expansion of industry
- b) Shortage of labor
- c) Abundance of capital
- d) Consumer preferences

23. ----- approach mentioning that the HRM is the responsibility of every manager in the organization.

- a) Human Resource Approach
- b) Proactive Approach
- c) Management Approach
- d) System Approach

24. Which of the following concept is mentioning the opportunity that will give top employees to present their ideas in the decision making process which affect them.

- a) Involvement
- b) Quality of Work Life
- c) Productivity
- d) Efficient

25. Which set of purposes is coming under the management purposes in performance evaluation?

- a) Management, Informative
- b) Administrative, Development
- c) Management, Development
- d) Informative, Administrative

(01 Marks \* 25 = Total 25 Marks)

**Q4. Mark whether the following statements are "True or False" in the paper itself.**

1. The legal environment has little impact on human resource management decision making.
  - a. True
  - b. False
2. In smaller companies, line managers assume a larger role in effective human resource management decision making.
  - a. True
  - b. False

3. In organizations where supervisors play favorites, the employees are more likely to initiate human resource management related lawsuits.
  - a. True
  - b. False
4. The objective of compensation practices is to help the organization establish and maintain a competent and loyal work force at any cost.
  - a. True
  - b. False
5. Advising and assisting line managers on human resource management matter is often considered the most important role played by HR professionals.
  - a. True
  - b. False
6. The development of human resource management procedures and methods usually does not require input from line managers.
  - a. True
  - b. False
7. An organization's competitive advantage achieved through human resource management practices is likely to be more sustainable than one achieved other means.
  - a. True
  - b. False
8. Most organizations engaged in HR planning do not rely on computer technology.
  - a. True
  - b. False
9. HR planning is the thread that ties together all other human resource activities and integrates these with the rest of the organization.
  - a. True
  - b. False
10. Critical incidents are specific activities that distinguish effective from ineffective job performance.
  - a. True
  - b. False

11. Job analysis generally conduct interviews with job incumbents and their supervisors.
  - a. True
  - b. False
12. The format for recording job analysis data in a job description must be general in nature.
  - a. True
  - b. False
13. A key differences between general job description and the special purpose format of job description lies in the amount of detail the include.
  - a. True
  - b. False
14. Managers most commonly use job analysis to help them develop selection criteria.
  - a. True
  - b. False
15. In most companies, the primary responsibility for planning and conducting a job analysis is placed in the hands of line managers.
  - a. True
  - b. False
16. Job analysis can help companies: Identify sources of potential job hazards, Develop performance standards, and communicate expectations to employees.
  - a. True
  - b. False
17. The determination of which job functions are essential is made during a job analysis.
  - a. True
  - b. False
18. Job analysis will generally conduct interviews with job incumbents only.
  - a. True
  - b. False

19. Recruitment is a process used by an organization to locate and attract job applications to fill positions.
  - a. True
  - b. False
20. The actual attributes of the job in question are neither clearly positive nor negative, a candidate's perception of job attractiveness is heavily influenced by the nature of the information given by the firm, how it is given, and how well the applicant was treated.
  - a. True
  - b. False
21. Employee referrals may serve as a barrier to Equal Employment Opportunity goals.
  - a. True
  - b. False
22. Line managers rarely interact with job applicants.
  - a. True
  - b. False
23. The use of a realistic job preview in the interview process usually reduce job retention rates.
  - a. True
  - b. False
24. A company's success at attracting members of under utilized groups is heavily dependent on the matter in which they treat these candidates during the recruitment.
  - a. True
  - b. False
25. Firms generally fill entry level jobs via recruitment.
  - a. True
  - b. False
26. Employee referrals generally do a better job of enticing the most qualified applicants to apply compared to help wanted advertisements.
  - a. True
  - b. False

27. Public employment agencies are generally not a quick and efficient way to fill jobs.
- True
  - False
28. Training and development programs have little to do with reducing turnover in most organizations.
- True
  - False
29. Performance analysis is not an effective way to assess the remedial training needs of current employees.
- True
  - False
30. Practice is not essential to effective learning.
- True
  - False
31. Job instruction training (JIT) is effective for teaching trainees how to perform relatively simple tasks that can be performed in a step-by-step manner.
- True
  - False
32. The use of a pre-test is never important in the evaluation of the effectiveness of training.
- True
  - False
33. Line managers are in the best position to identify their employees' training needs.
- True
  - False
34. Training focuses on current jobs, whereas development prepares employees for future jobs.
- True
  - False

35. All new employees, even those with appropriate technical skills, need some sort of orientation.
- a. True
  - b. False
36. An effective performance appraisal system can create competitive advantage by directing employee behavior toward performance appraisal systems.
- a. True
  - b. False
37. To be effective, performance appraisal forms must be relevant and the rating standards must be clear.
- a. True
  - b. False
38. MBO allows employees a say in how their performance will be measured.
- a. True
  - b. False
39. Effective performance appraisal systems have little impact on a manager's ability to motivate subordinates.
- a. True
  - b. False
40. The objective of periodic performance review sessions should be to identify problems the employee is facing and to discuss solutions to these problems.
- a. True
  - b. False

(01 Marks \* 40 = Total 40 Marks)