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Eastern University, Sri Lanka

EASTERN UNIVERSITY, SRI LANKA
FACULTY OF COMMERCE AND MANAGEMENT
DEPARTMENT OF MANAGEMENT

PART II EXAMINATION IN COMMERCE / BUSINESS ADMINISTRATION- 1998/99
(NOVEMBER/DECEMBER 2000)

BBA / COM 302 HUMAN RESOURCES MANAGEMENT AND INDUSTRIAL RELATIONS

Time :03 Hours

Answer all Questions in Part I and any Four Questions in Part II

PART I

1. a) Case Study - 360 DEGREE APPRAISALS AT ST. JOHNSON COMPANY

In order to provide a broader perspective for performance appraisal and encourage employee development, St. Johnson Company Advanced Behavioral Technology (SJABT), based in Colombo, has instituted a new 360-degree feedback system. The new system allows employees to compare their own perceptions with the views of others such as superiors, peers, subordinates, and external customers.

According to Company executives, the most important consideration in implementing the system is choosing the right individuals to be raters. To assemble the rating group, SJABT employees develop a list of key internal and external customers with whom they interact and then recommend five to ten individuals to serve as raters. Each employee's supervisor still has the ultimate responsibility for the appraisal and ensures that the appropriate raters are selected. This helps prevent ratees from stacking the deck with supportive customers or colleagues who will give high ratings.

Once managers decide who will do the rating, the criteria by which the ratee will be evaluated are made clear. Since the supervisor is most aware of the ratee's individual work tasks and goals, the various raters ideal evaluate the ratee only on the behaviors or work incidents that they have directly observed. The SJABT 360-degree appraisal form includes items such as

Does the employee

- ◆ Follow up on problems, decisions, and requests in a timely fashion?
- ◆ Clearly communicate his or her needs / expectations?
- ◆ Share information or help others?
- ◆ Listen to others?
- ◆ Establish plans to meet future needs?
- ◆ Adhere to schedules?

Raters score these items on a scale rating from 01 (needs improvement) to 05 (outstanding). Space is also provided for the raters to make written comments.

The employee's supervisor is responsible for summarizing the data and determining the final performance rating. This represents a combination of the comments and ratings from the various raters and the supervisor's own feedback on the ratee's performance. Typically, managers include a mean score and distribution range for each item.

On the basis of the company's experience so far, it seems clear that feedback can't always be taken at face value. For instance, care must be exercised when one rater has given highly negative or positive feedback. SJABT managers stress that the key is to look for trends or patterns in the data. If there are questions or ambiguities in the raters' feedback, supervisors will often solicit additional feedback from the same or new raters. After summarizing the data, the supervisor conducts the formal appraisal interview with the ratee.

To ensure fairness, raters are provided the option of being anonymous or open in their feedback. If the rater requests anonymity, then the supervisor must not reveal his or her identity to the ratee when discussing the performance review. However, if the rater is willing to be open, then the supervisor may refer the ratee with questions about his or her feedback to the rater. In this way, it is hoped that the 360-degree appraisal can become less an evaluative tool and more a comprehensive system for enhancing communication, facilitating self-development, and improving performance.

Questions

1. Why St. Johnson Company applies 360 -degree appraisals system?
2. What are the effects of this system in general?
3. Do you think the rating-system is useful? How might you suggest improving it?
4. What are your views on the anonymity issue? Should raters be encouraged to be open?

Explain.

(20 Marks)

b) Answer *all* questions in this part

- i. Briefly explain the importance of the Japanese Management.
- ii. What do you mean by "Management By Styles (MBS)"?
- iii. "Job enrichment increases the responsibility of the workers". How do you distinguish between Job enrichment and job enlargement?
- iv. What are the necessary actions to be taken by Government organizations in Sri Lanka to adopt the Japanese 5S Concepts?
- v. Differentiate the Autonomous work group from the Participative Management.
- vi. Identify the functions of Quality Circles
- vii. List out the sources of Job Satisfaction.
- viii. Show the relationship between ERG, Maslow's theory and Herzberg's Two-Factor theory with suitable examples.
- ix. What are the tools for measuring Personality of a Candidate while interviewing ?
- x. Brief the main characteristics of the manager as a Good Leader

(10x2=20 Marks)

Part II

The average Scores of successful management trainees in HRM (Ideal Profile) in the North East Provincial Council on eight predictors are given as follows along with the scores of two applicants who applied for the Post of Management Trainee in HRM in the same.

Predictors	Ideal Profile	Score of Applicant A	Score of Applicant B
1. Percentage in BBA Degree	62.7	63.8	68.9
2. Aptitude test (100 points)	78.3	75.0	68.0
3. General Knowledge test (100 points)	75.0	80.0	50.0
4. Verbal ability test (English) (100 points)	29.7	33.0	35.0
5. HR manager Behavior Index (30 points)	27.0	27.7	24.0
6. Interpersonal relationship Index (25 points)	17.7	15.0	19.0
7. Average scores in interview (10 points)	7.3	6.8	5.7
8. Personality test (50 points)	41.4	39.0	35.0

You are required to select one applicant for the post using Profile matching model. Present your rationale.

(15 Marks)

- a. Should you study the Human Resource management? Why?
- b. "A good personnel manager is no longer just a hirer and firer of men." Explain this statement and state the desirable traits of an effective personnel manager.
- c. How are the strategic goals of Human Resources Management achieved?
- d. Discuss the important factors you would keep in mind while formulating the Personnel policies.

(15 Marks)

3. a. Suppose a Company has 20 employees at the beginning of 1999, and 100 at the end of the year. Disliking the expansion, 18 of the original experienced labour force resigned. At the end of 1999, the Company works out the labour turnover index as follows.

$$\frac{18 \text{ Leavers } \times 100}{60 \text{ Average Employees}} = 30 \text{ Turnover}$$

This is not common, and would cause no undue worries. Workout the index for the Company for 1999, and comment of your findings.

- b. Indicate whether you agree or disagree with the following statements and give reasons.
- i. "The hot- stove rule is a useful general guide for progressive discipline".
 - ii. "It is not always essential to do a preliminary investigation before issuing a charge sheet to the offender".

(15 Marks)

4. Take a job, which are very familiar with you and develop a comprehensive Performance Appraisal Systems to enhance effective and efficient utilization of HR in an Organization under the following theoretical framework.

- i. Objectives
- ii. Policies
- iii. Criteria and Standards
- iv. Methods
- v. Interview Feedbacks
- vi. Appraiser trainings
- vii. Accurate Implementations
- viii. Review and Renewals

(15 Marks)

5. a. How can an organization establish a fair and equitable pay rates for various kinds of jobs? Explain.
- b. "Job rotation is an On – the –job Managerial-training method". Can you improve the Performance of the organization by job rotation? Explain.
- c. Forecasted demand for Mechanical Engineers at Sri Lanka Chemicals Industry for the year 2001 is 50, and Estimated supply is 42. On this case what are the strategies would you suggest for the industry?

(15 Marks)

6. a. "Cultural Understanding can minimize Culture shock and allow managers to be more effective with both employees and customers". State how a manager can gain cultural understanding in international management practice?
- b. "A well-thought-out orientation program is especially important for employees (like recent graduates) who have had little or no work experience." Explain why you agree or disagree with this statement.
- c. "Job Analysis provides information about Jobs and Candidate profiles" Develop a Job and Candidate profiles for the Job of an Accountant, in a business organization.

(15 Marks)

7. Write short notes on following, indicating importance of them in the Organization implementation.

- i. Organization Competence and Health.
- ii. Competitive Advantage through HRM practices.
- iii. Human Resource Audit.
- iv. Collective Bargaining Agreements.
- v. Scientific Job Design.

(15 Marks)