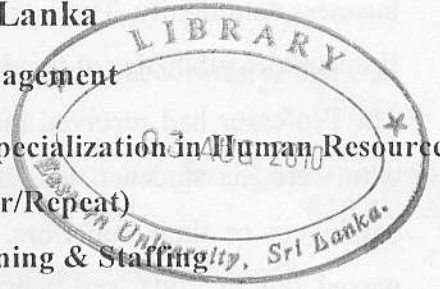


Eastern University, Sri Lanka

Faculty of Commerce & Management

Third Year Second Semester Examination in BBA/ Specialization in Human Resource
Management - 2008/09 (Proper/Repeat)

HRM 3133 –Human Resource Planning & Staffing



Answer all Questions

Time: Three Hours

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

University recruitment

In 2004 a divisional director of a large Company engaged in chemical industry in Sri Lanka approached through the telephone, the Professor of HRM (on merit) of the department of human resource management of Faculty of Management Studies and Commerce of the University of Sri Jayewardenepura. He wanted the Professor to get a help to find a suitable graduate to work as HR Executive. In fact, the Director was one of his student at MBA teaching. The faculty is regarded as the centre of excellence for Management Education in Sri Lanka and the Department is treated as a highly respected university department in the field of HRM in Sri Lanka in terms of achievements and contributions of the academics, teaching, research, publications, consultancy and student demand.

The Department is a major line Department of the faculty and it also provides a service role to all other (nine) Departments of the faculty by teaching HRM and personal and Social Responsibility that is a newly developed and introduced course to all the students under the Faculty. In addition to its continuous involvement in postgraduate teaching and research supervision the Department offers a special degree in Human Resource Management. The degree provides a general understanding of organizational management, competencies in communication, quantitative reasoning and information technology and then increasing specialization in HRM commencing from the second year up to final year. The degree also requires the undergraduates to undergo a compulsory training carrying 3 credits, for a minimum period of 6 months. The sole purpose of this is to allow to the undergraduate to gain exposure to real HRM practices and to have hands on experiences. Department, with its reputation, maintains close relationships with the industry and its trend-setter graduates are highly regarded by the

business community. There are a considerable number of request coming from various firms to hire graduates of the department.

The Professor had received many feedbacks about success stories of many graduates who were his students. He had heard about success stories from both students and employers or their superiors. The Professor recommended one graduate who had passed out in 2003 and sent him to the Company. The Director and the Human Resource Manager interviewed him and finally decided to hire as HR Executive. This graduate worked very well for one year and three months and left the Company to join as a Human Resource Executive in a foreign bank with a very higher salary. Before he left the country to take the job he had informed about his decision to the Professor.

The Company Human Resource Manager requested the Professor to send another graduate. The Professor gave three names with their contact numbers suggesting the HR Manager to interview the three and select the best. The HR Manager did the same. After one month (June 2005), the Professor received a telephone call from one of these three graduates telling that he had been selected and now he had been working for several weeks. The Professor wished him.

By the end of July, the Professor was consulted by the Company to develop performance evaluation schemes for top management, middle management and supervisory management. Three schemes were developed through a rigorous process which included awareness building, developing drafts, discussing with managers about the drafts, revising the drafts and finalizing. The HR Executive did all the coordinating works between the Professor and the Company in addition to other duties entrusted to him. After working about one year (in fact 10 months) this graduate also left the Company. Before leaving he also had met the Professor who knew a better salary as the reason for leaving. The Professor thought to suggest the HR Manager to do a review for these two turnovers and to get a feedback at the next time. However the next time never came. One day when the Professor was reading a newspaper (Sunday Observer) he show an advertisement of a Human Resource Executive vacancy in this chemical Company calling for applications from persons of less than 30 years old possessing a qualification in HRM from any university/institute.

Questions:

1. What are the major problems this company is facing according to this case study? (08 Marks)
2. What are the reasons that you would attribute for these problems? (10 Marks)
3. What would be your solutions for the above mentioned problems? (10 Marks)

(Total 28 Marks)

- Q2.** a) Define the “Human Resource Planning” and state what are the internal and external factors needed to be considered in Human Resource Planning? (05 Marks)
- b) What is a “Personality test” and what are the advantages and disadvantages of it as a selection method? (06 Marks)
- c) “Job analysis provides information about job and candidate profiles” Develop a job and candidate profiles for the job of an Accountant in an organization. (07 Marks)
- (Total 18 Marks)**

- Q3.** a) What do you mean by the term of “E-Recruitment”? and explain the advantages and disadvantages of E-Recruitment? (06 Marks)
- b) “It is more appropriate to fill job vacancies in an organization internally through promotions.” Do you agree with this statement or not? Why? (07 Marks)
- c) Discuss the responsibilities of the Human Resource department of a multinational company with respect to job design and job analysis. (05 Marks)
- (Total 18 Marks)**

Q4. a) Briefly explain the tools that are used by the company to increase employee retention. (06 Marks)

b) Define and differentiate the following terms

- Internal recruitment and external recruitment
- Structure interview and unstructured interview
- Internal labour And external labour

(3*4=12 Marks)

(Total 18 Marks)

Q5. a) What do you mean by “outsourcing process” and briefly explain the stages of outsourcing process in an organization. (06 Marks)

b) What is an assessment centre? Explain why it is treated as the best method of employee selection. (07 Marks)

c) Explain with reasons a more appropriate recruitment method for the following kinds of employees:

- Accountants
- Management trainees
- Security guards
- Part-time visiting lecturer
- Sales representatives

(05 Marks)

(Total 18 Marks)