

EASTERN UNIVERSITY, SRI LANKA
FACULTY OF COMMERCE AND MANAGEMENT

**Second Year Second Semester Examination in Bachelor of Business Administration
and Commerce 2009/10 (Proper / Repeat) (December – 2011)**

HRM 2013 Human Resource Management

Answer all questions

Time: 03 Hours

Q1. Case Study – Mr. Kumara of Charu Cooperation

There were 50 employees working in the Charu Cooperation, situated in Kandy. The organization has currently appointed a Marketing Manager for the Marketing Division, who has weak relations with the other staff except the Assistant Marketing Manager who he knew before being the Marketing Manager. The Marketing Manager is hard working, dedicated to work, intelligent, and effective in Marketing.

There are three clerks who have had clashes with the current Marketing manager. Everyone in the department knows about these clashes. Among the several changes suggested by the current Marketing Manager was the recommendation to transfer the current stenographer and two office assistants. The Board of Directors approved it and decided to transfer these three personnel. According to the company rules and regulations, employee can be transferred to another division or another branch. Opposing the transfer is a punishable offence. The person transferred to the Matara Branch was Mr. A. Kumara who had been working in the department for 25 years. In fact, he was in the department since its inception. He has a good ability for typing and shorthand though he was only an office assistant.

After getting the letter of transfer, Mr. Kumara came into the room of the Marketing Manager while the Manager was talking with the Assistant Manager regarding a new promotion of their product. Mr. Kumara seemed to be under the influence of liquor and approached toward the Manager very rudely, shouted at him with disrespect, and approached the Manager as if to attacking. The Manager was shocked at the behaviour of Mr. Kumara.

However the Assistant Manager was able to control Kumara and take him out of the Manager's room. Being out of the room of the Manager, Kumara started crying out and abusing the Manager before other staff. The Manager directly complained to the

General Manager as well as to a Board Director about the situation and the behaviour of Kumara. Immediately they informed the security to seize Kumara. The Security Personnel then rushed to the Department of Marketing and ejected him from the department.

Questions:

i) What caused Kumara's aggressive behaviour?

(Total 06 Marks)

ii) Do you consider the transfer as reasonable or not? Why?

(Total 06 Marks)

iii) Critically evaluate the behaviours of the Marketing Manager, General Manager and Director.

(Total 08 Marks)

iv) If you are the Human Resource Manager of this company, what is your plan to solve this problem?

(Total 08 Marks)

(Total 28 Marks)

Q2. i) Briefly explain any two (02) Human Resource Management Models and give their managerial implications.

(08 Marks)

ii) "The Human Resource Management is useful for managing people at work. Each of its approaches stresses important considerations that can be applied in managing people at work". Discuss.

(06 Marks)

iii) Briefly state the consequences that would result from the failure to plan the human resources in an organization.

(04 Marks)

(Total 18 Marks)

Q3. i) "Non-Analytical Job evaluation compares each job and places them in a grading or a ranking order – they are not analyzed by reference to their elements or factors". Briefly explain some Non-Analytical Job Evaluation Methods which can be used by an organization.

(08 Marks)

ii) Describe two distinct Job Design techniques showing relative advantages and disadvantages for an organization.

(06 Marks)

iii) Briefly state any four uses of Job Analysis information for an organization.

(04 Marks)

(Total 18 Marks)

Q4. i) "Determining applicants who have the highest capability to produce the desired job performance occurs in the Selection process". Explain the Selection methods that can be used by an organization in their Selection Process.

(08 Marks)

ii) "Performance Evaluation is a process". Discuss the process of Performance Evaluation.

(06 Marks)

iii) Discuss the first step one of the Training Cycle that can be used by an organization in their Training Process.

(04 Marks)

(Total 18 Marks)

Q5. i) "Pay Management will have to be done effectively in order to avoid a lot of conflicts, chaos and disputes". Discuss the significance of Wage and Salary Administration.

(06 Marks)

ii) "Collective Bargaining refers to a process in which the employer's representatives or managers and workers representatives/ trade unions meet, discuss and attempt to negotiate about working conditions and terms of employment". Discuss the types of Collective Bargaining which can take place in an organization.

(06 Marks)

iii) Define the term "Discipline". Briefly explain the importance of sound employee discipline for employees in an organization.

(06 Marks)

(Total 18 Marks)

