



**EASTERN UNIVERSITY, SRI LANKA**  
**FACULTY OF COMMERCE & MANAGEMENT**

**Final Year Second Semester Examination in Business Administration Specialization in**  
**HRM -2008/ 2009**  
**(March /April 2010)**

**HRM-4212 Human Resource Development**

**Answer all questions**

**Time: 02 hours**

**01. Case Study: Training as an issue**

Ravi Sharma has been employed for six months in the accounts section of a large manufacturing company. You have been his supervisor for the past three months. Recently you have been asked by the management to find out the contributions of each employee in the Accounts section and monitor carefully whether they are meeting the standards set by you. A few days back you have completed your formal investigation and with the exception of Ravi, all seem to be meeting the targets set by you. Along with numerous errors, Ravi's work is characterized by low performance- often he does 20 percent less than the other clerks in the department.

As you look into Ravi's performance review sheets again, you begin to wonder whether some sort of remedial training is needed for people like him.

Questions:

1. As Ravi' supervisor, can you find out whether the poor performance is due to poor training or due to some other cause?
2. If you find Ravi has been adequately trained, how do you go about introducing a remedial training programme?
3. If he has been with the company six months, what kind of remedial programme would be best?
4. Should you supervise him more closely? Can you do this without making it obvious to him and his co-workers?

(20 Marks)

02. a. What are the objectives of studying Human Resource Development and how is it differed from HRM? Explain (05 Marks)
- b. What does mean "Intellectual Capital" How is it different from Social capital and Human capital? (05 Marks)
- c. What are the characteristics of Learning Organisation. Explain (08 Marks)
03. a. How is contemporary view of Career Development differed from traditional view? Explain with suitable examples (10 Marks)
- b. Marketing HRD is prim tasks of the Training manager. Explain its importances to keep customers (08 Marks)
04. a. What is the importance for knowing psychology to Human resource Manager? Explain. (08 Marks)
- b. Identify one training service providers who are working in Sri Lanka and provide the following
- Profile of the Service provider (Name, objectives, Details of training conducted)
  - Evaluate its strengths and weakness of the institutions on its service
  - Prepare a comprehensive plan to strength its activities to suit present global trends (14 Marks)
05. a. What are the strategies adopted by different Organisations to the Human resource development in Sri Lanka? Take as an example one organization from Government and evaluate under the following headings.
- Training needs identification
  - Career Development and
  - Motivations of staff (14 Marks)
- b. Ms Aanith is the head of the Human Resources Department of a certain organization. She happens to find an employee reading a book on communication during the regular working hours. Is the employee goofing off the job? Or is he trying to improve his competencies? Or what else? If you were Ms Aanith how would you perceive the event? (08 Marks)