

04 JUN 2010

EASTERN UNIVERSITY, SRI LANKA
FACULTY OF COMMERCE & MANAGEMENT

Final Year Special Examination in Business Administration/ Commerce -2007/ 2008
(March 2010) (Repeat)

HRM-2214 Human Resource Management

Answer all questions

Time: 03 hours

Q1. Case Study: SLT to introduce a New HR Management culture

Sri Lanka Telecom (SLT) is to introduce a new human resource development and management culture to make the 7000- strong work force more efficient and to harness maximum productivity from them. SLT' s Chief Officer HR and legal, I.C.L. Bertus in an interview with the Sunday times FT said that the restructuring of the organization was made with the aim of transforming the SLT to a modern and profit making telecom giant in the island successfully facing the challenges of other competitors.

He added that the new structure comprising of 11 Chief Officers and 57 Heads of divisions equivalent to general managers has been approved to streamline the functions of SLT and competent, efficient and qualified persons have been appointed with the approval of the board of directors.

He said that the new organization structure was devised in December last year following the models of world telecom organizations. It will help to enhance the work of the SLT and fast track the services in accordance with the company's plan to shift its focus from voice service to modern value added services like internet, Broadband, CDMA and WIFI wireless technology used in home networks, mobile phones, video game and more.

Bertus said employees should understand the needs of the institution and they need to have the necessary technical training and support in order to reach the next phase technological development planned by the SLT. He noted that work related skills of all employees should be improved and updated to meet new developments in the telecommunication field. Therefore, he said, a new technology and e-learning initiative has been launched for SLT employees to understand the soft and hard skills that need to develop in order to climb up the career ladder Bertus added that promotions of officers will be made on meriet, qualifications and experience in a transparent manner. He pointed out that action will be taken to ensure fairness in the promotions process as well as to provide senior management of SLT with wide information

about performance of the business at the individual level. A new policy will be introduced to select officers for foreign training as a priority and that both the employee and the company will be benefited as each individual develop works related skills.

Referring to outsourcing of core services At SLT like drivers, and technical support services, he said that it is purely a business decision and it will not affect the jobs of SLT employees who are technical personnel and their can not be outsourced. Over 4000 technical staff is currently engaged in service at SLT and they are a valuable asset, he said. Bertus revealed that the institution has taken a decision to amicably settle at least 29 human right cases filed against the SLT by its employees as the management is ready to look in to this matter in a humanitarian angle.

Questions.

1. What are HRM functions being referred in this article? (05 Marks)
2. Why is it not possible to do outsourcing technical personnel? (10 Marks)
3. Why are there human right cases filed against the SLT by its employees? (08 Marks)
4. What viewpoints of HRM is it possible to notice? (05 Marks)

Total (28Marks)

- Q2.**
- a) Describe the importance of Human Resource Management to SriLankan Context? (06 Marks)
 - b) "Human Resource is the most Significant Resource compared with other resources in the organization" Discuss this statement? (06 Marks)
 - c) "Although the terms education, training, and development are highly interrelated they can be differentiated." Verify this statement? (06 Marks)

- Q3.**
- a) Define performance appraisal and bring out the salient areas in Performance Appraisal? (05 Marks)
 - b) What is Job Evaluation? What are the methods of Job Evaluation? State their advantages and disadvantages? (07 Marks)
 - c) There are three properties of a good employment test briefly explain each one? (06 Marks)

- Q4. a) "Job Analysis is indeed a cornerstone of HR activities". Clarify this Statement? (06 Marks)
- b) Briefly Illustrate the Recruitment Process of an organization? (04 Marks)
- c) What is Human Resource Planning? State the need and process of Human Resource Planning? (08 Marks)

- Q5. a) Mr. Yash Parekh a science graduate joined Sri Lanka Electricals Ltd., as a Salesman in 1988. During the first five years his performance was outstanding. In order to develop his career he thought of taking two years study leave and completes an M.B.A. course from the University. He made oral and written requests to the Managing Director. There was no response from the MD. Mahesh continued his job for three years and stopped requesting the MD. The MD eventually found that the performance of Mr. Yash started declining from 1995. He offered a number of incentives and warnings. But there was no sign of improvement in the performance of Mr. Yash.

Questions:

1. Analyse the situation.
2. Discuss yours view on the concept of career development and career path.
3. What would be your action if you were the MD?

(10 Marks)

- b) Write short notes on the following:

1. Grievance Procedure.
2. Wage and Salary Administration.
3. Types and Techniques of Training the Employees
4. Employee induction

(08 Marks)