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UNIVERSITY OF RUHUNA

FACULTY OF MANAGEMENT AND FINANCE

Bachelor of Business Administration Degree Programme 1000 Level Semester II

End Examination (March 2022)

Academic Year 2020/2021

BBA 12033 – Human Resource Management

Duration: Three hours

The question paper contains Six (06) questions.

Total Marks: 70 Marks

Answer Five (05) questions only.

(1) (i). “Human Resource Management (HRM) is dealing with the efficient and effective utilization of human resources to achieve goals of an organization.”

Discuss the significance of HRM to achieve organizational goals and objectives.

(06 Marks)

(ii). “The Human Resource Manager perform human resources functions of the organization by playing four key roles”.

Based on the Ulrich’s Model, briefly discuss the four (04) key roles performed by Human Resource Manager.

(08 Marks)

(Total 14 Marks)

(2). Mr. Kamal is a newly appointed Human Resource Manager of the XYZ Manufacturing company in Sri Lanka. He examined the existing human resource plan of this company and found several problems. He arranged a meeting with executive members of the company to emphasize the systematic process of Human Resource Planning. Assuming that you are Mr. Kamal, answer the following questions;

(i). Explain the significance of Human Resource Planning from organizational perspective.

(06 Marks)

(ii). Briefly discuss four (04) methods of forecasting Human Resource demand.

(08 Marks)

(Total 14 Marks)

(3). (i). "Recruitment is the process of finding and attracting suitably qualified people to apply for employment".

Briefly discuss three (03) external recruitment methods with advantages and disadvantages

(06 Marks)

(ii). Suppose you have been recruited as a Talent Acquisition Manager at Ohiyo Manufacturing Company. You are required to select 05 most appropriate applicants from 50 pool of applications for the post of Management Trainee.

Describe the selection process appropriate for selecting 05 Management Trainees.

(08 Marks)

(Total 14 Marks)

(4). (i). Suggest two objective evaluation criteria for measuring the success of the training program designed to achieve the following objectives.

a. **Objective 1** - After completing the training, the sales employee will be able to provide all the relevant information of the 03 products to customers within 15 minutes.

b. **Objective 2** - After training the sales employee will be able to sell 100 units of product 'X' for the next 03 months.

(04 Marks)

(ii). Propose most appropriate training methods for implementing following training program and justify your answers.

- a. Train sales employees to developing communication skills
- b. Train account executive on new Accounting software



(04 Marks)

(iii). Briefly discuss the four levels of criteria to evaluate the success of a training program.

(06 Marks)

(Total Marks 14)

(5). (i). List out what administrative and development decisions can be taken from performance appraisal results.

(04 Marks)

(ii). Propose two behavior based and two results based performance evaluation criteria for the following positions.

- a. Sales representative
- b. Customer care officer

(04 Marks)

(iii). Suggest the most appropriate performance evaluation method for the following positions and justify your answers.

- a. Sales representative
- b. Customer care officer
- c. Production manger

(06 Marks)

(Total Marks 14)

(6). Write short notes on followings.

- i. Elements of job
- ii. Job enlargement Vs Job Enrichment
- iii. Appointment Letter
- iv. Causes of Employee Grievances

(Each question carries 3.5 Marks)

(Total 14 Marks)