



UNIVERSITY OF RUHUNA

FACULTY OF GRADUATE STUDIES

Master of Business Administration Degree Programme

Postgraduate Diploma in Business Administration (PDBA) Semester II

Examination (July 2020)

Academic Year 2019/2020

PDBA/MBA 107 – Human Resource Management

Duration: Three hours

The Question Paper contains 06 questions.

Answer Five Questions only

1. Read the following case titled as “A Burnout” and answer the questions given below

A Burnout

When Mahesh joined XYZ bank in 1985 he had one clear goal to prove his mettle. He did prove himself and has been promoted five times since his entry into the bank. Compared to others, his progress has been the fastest. Currently, his job demands that Mahesh should work 10 hours a day with practically no holidays. At least two days in a week, Mahesh is required to travel. Peers and subordinates at the bank have appreciation for Mahesh. They do not grudge the ascension achieved by Mahesh though there are some who wish they too had been promoted as well. The post of General Manager (GM) fell vacant. One should work as GM for a couple of years if he was to climb up to the top of the ladder. Mahesh applied for the post along with others in the bank. The chairman assured Mahesh that the post would be his.

A sudden development took place which almost wrecked Mahesh’s chances. The bank has the practice of subjecting all its senior managers to medical checkup once in a year. The medical

reports go straight to the chairman who would initiate remedial actions where necessary. Though, Mahesh was only 35, he too, was required to undergo the test.

The chairman of the bank received a copy of Mahesh's physical examination results along with the note from the doctor. The note explained that Mahesh was seriously overworked and recommended that he must be given an immediate four-week vacation. The doctor also recommended that Mahesh workload must be reduced, and he must take to physical exercise every day. The note warned that if Mahesh did not care for advice, he would be in for heart trouble in another six months.

After reading the doctor's note, the Chairman sat back in his chair, and started brooding over. Three issues were uppermost in his mind- (1) How would Mahesh take this news? (2) How many others do have similar fitness problems? (3) Since the environment in the bank causes the problem, what could he do to alleviate it? The idea of holding a stress management program flashed in his mind and suddenly he instructed his secretary to set up a meeting with the doctor and some key staff members, at the earliest.

I. What Human Resource Management problems can be identified of this case?
(10 Marks)

II. Assuming that you are the Human Resource Manager of this organization explain how do you solve those problems?
(10 Marks)

(Total Marks 20)

2. "Two midcareer experiences of career plateau and career obsolescence can affect midcareer productivity and generate feeling of stress."

I. Define the term "career plateau" and "career obsolescence" and explain the different types of career plateau?
(05 Marks)

II. List out and explain with appropriate examples the causes of career plateau and career obsolescence?
(05 Marks)

III. From the Human Resource Manager perspective suggest coping strategies to effectively deal with negative consequence of the career plateau?
(10 Marks)

(Total Marks 20)

3. "Job enrichment, job enlargement, and job rotation is identified as most widely used job design techniques in contemporary organization."

I. Distinguish among job enlargement, job enrichment and job rotation with appropriate examples.

(04 Marks)

II. "Conducting job analysis is a challenging task as it is difficult to collect required data pertaining to job and job holder characteristics"

List out challenges faced by Human Resource Managers when conducting job analysis and propose alternative solutions to deal with the identified challenges.

(06 Marks)

III. "Instead of stick with traditional work schedules, planning and implementing alternative work schedules has become a major responsibility of the HR Managers during and after the COVID 19 pandemic"

During and after the COVID 19 pandemic, what alternative work schedules do you propose for the service sector organizations in Sri Lanka? Justify your answer.

(10 Marks)

(Total Marks 20)

4. Success and its progress of an organization heavily depend on its employees whose quality heavily depends on successful performance of recruitment and selection functions.

I. "Recruitment and selection are very important human resource management functions in an organization". Explain this statement.

(05 Marks)

II. "There is no one best method for recruiting employees for an organization".

Assess the validity of this statement.

(05 Marks)

III. Mr. Sangakkara is the newly appointed Human Resource Manager of the Mahela Company which is producing Cricket bats in Colombo area. Managing Director of the company asked him to fill the following job vacancies of the company.

- Accountant
- Security Guard
- Computer Operator
- Driver

a) Describe the most appropriate recruitment method for vacant jobs of the Accountant and Security guard. Justify your answer.

(05 Marks)

b) Explain with reasons the most appropriate selection process for vacant jobs of the Computer Operator and Driver.

(05 Marks)

(Total Marks 20)

5.

I. "When organizations endeavour to provide employees with training and development, their endeavour to provide employee induction is meaningless".

Do you agree? Justify.

(05 Marks)

II. "Many objectives are expected to be achieved by an effective pay management system of an organization".

Explain this statement.

(05 Marks)

III. "Ideally a base pay received by an employee should possess all the four types of equity. It is more likely that the employee gets dissatisfied very highly if the four types of equity are not met. Hence, sound pay management attempts to ensure that an employee's pay possesses the four types of equity".

a) Describe four types of equity of a base pay.

(05 Marks)

b) Explain briefly negative consequences of pay dissatisfaction.

(05 Marks)

(Total Marks 20)

6. Write short notes on the followings.

- I. Major types of industrial Hazards
- II. The legislations to Industrial Health and Safety
- III. Possible roles assumed by HR function
- IV. Types of employee transition

(Each carries 05 Marks)

(Total Marks 20)