



University of Ruhuna- Faculty of Technology
Bachelor of Information & Communication Technology Honors
Level 3 (Semester 1) Examination, June 2023
Academic year 2021/2022

Course Unit: TCS 3131 Human Resource Management (CT) Time allowed: 2 Hours

Answer only **Four (04)** questions

Total marks: 100

Question No. 01

“Job designing is the function of arranging tasks, duties, and responsibilities into an organizational unit of work while Job analysis is the function of investigating systematically jobs and job holder characteristics in order to create a collection of job information”.

- Mention the **three (03)** components of a “job” by using a day-to-day example. (05 Marks)
- Name and briefly describe **two (02)** methods of job designing. (08 Marks)
- Why job analysis function is important to an organization? List and describe importance with **four (04)** reasons. (12 Marks)

(Total 25 Marks)

Question No. 02

“Human Resource Planning, alternatively called human resource planning – assesses future business needs and decides on the numbers and types of people required”.

- a) Mention and briefly explain **five (05)** factors to be considered when determining future employee demand.

(05 Marks)

- b) The following is the staffing table of ABC Ltd which was prepared at the beginning for the year ended 31st December 2023.

You are required to prepare a hypothetical replacement chart by considering the following figures.

Job Number	Job title	Department	Job vacancies	Remarks
O03	Assistant operation manager	Manufacturing	01- March	Resignation
O04	Production Supervisor	Manufacturing	01- January 01- March 01- June	Expansion of the business
M04	Sales Engineer	Marketing	02- February 01- May	Expansion
H01	HR Manager	HRM	01- July	Retirement

(08 Marks)

- c) What kind of strategies the Human Resource Manager of ABC Ltd can take in case of human resource surplus conditions and shortage conditions? Mention and briefly explain at least **three (03)** strategies for each condition.

(12 Marks)

(Total 25 Marks)

Question No. 03

Janaka is the underwriting manager for a large insurance company located in Colombo city. Recently one of his best employees had given two weeks' notice of her intention to leave. She was expecting a baby soon, and she and her husband had decided that she would quit work and stay at home with her new baby and her other two young children. Today Janaka has scheduled to start interviewing applicants for this job. The first applicant was Delki Pushpa. She arrived at the company's office promptly at 9 A.M., the time scheduled for her interview. Unfortunately, just before she arrived, Janaka received a phone call from his boss, who had just returned from a three-week vacation. He wanted Janaka to bring him up to date on what had been going on. The telephone conversation lasted 30 minutes. During that time, Delki was seated in the company's reception room.

- a) Outline and briefly explain **two (02)** inadequacies of this interview.

(05 Marks)

- b) List and describe **two (02)** possible training methods that could use to train the selected employee.

(08 Marks)

- c) Assume that you are the Human Resource Manager at this insurance company and discuss at least **two (02)** advantages and **two (02)** disadvantages of having an interview to select a suitable candidate.

(12 Marks)

(Total 25 Marks)

Question No. 04

Sunil Gamage had been working in Ajantha Glass Factory for more than 19 years. His service reports were excellent and there was no complaint or accusation against him so far. He was popular as a well-disciplined employee in the matter of observing company rules and regulations. He made his first mistake on 05th, October 2021. He did not hear the bell, which was used to restart the work because he had fallen asleep at teatime near his machine. The main supervisor who was going by overseeing the work at the machine section noticed Sunil sleeping. Sunil, who had slept during the time when the machine should be in operation was accused of an infraction of rules at the factory and had to face a disciplinary inquiry. As well as at the end of the year, the management evaluates the performance of their employees before the annual salary increment.

Further, the professor Maithri was contacted on the telephone by the Assistant Director of Labour - Industry Service Section and was invited to teach a course to the workshop foremen in the

Ajantha Glass factory. He suggested that Prof. Maithri visit the HR Manager at Ajantha Glass factory to become oriented to the company and its problems.

- a) Briefly describe the type of disciplinary action you are going to take if you are the executive of Ajantha Glass factory.

(05 Marks)

- b) Discuss **four (04)** determinants of pay rates that are normally used in organizations.

(08 Marks)

- c) Grievance settlement principles present the aspects that have to be followed to solve grievances efficiently and productively by the management. Discuss **six (06)** principles of grievance settlement you are following as the executive of Ajantha Glass Factory.

(12 Marks)

(Total 25 Marks)

Question No. 05

Briefly describe **five (05)** of the following concepts in Human Resource Management.

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|--|------------|
| i. Process of hiring | (05 Marks) |
| ii. Preventive discipline and corrective discipline | (05 Marks) |
| iii. Hot stove rule | (05 Marks) |
| iv. Internal methods of recruitment | (05 Marks) |
| v. Evaluator biases in performance evaluation | (05 Marks) |
| vi. Advantages of having a Trade Union (TU) in an organization | (05 Marks) |

(Total 25 Marks)