



University of Ruhuna

Faculty of Management and Finance

Bachelor of Business Administration Degree 2000 Level

Second Semester End Examination - March 2022

Academic Year 2020/2021

HRM 22423 – People Resourcing

Three hours
Total Marks: 70

Instructions

- The question paper contains six (6) questions and six (6) pages.
- Answer only five (5) questions including question one.

1) Read the case study below and answer questions that follow 'Malinga Company'

Malinga Company

Mr. Sangakkara is a manager of the Malinga Company. Each July he must evaluate all his subordinates to decide who is to receive salary increase in the fiscal year. Also, he used the evaluation results to decide which employee to promote. However, during the past four years these employees have complained about how they are evaluated, how the salary increase is dispersed, and the manner of promotions. A review of the merit recipients reveals that there may have been a problem in the evaluation system that only focused on quality of the products. Though the complaint has reached Sangakkara there appears to be other simmering problems that are hidden. Mr. Sangakkara concerned the complaints will lead to a drop in employee motivation and work performance over the last three years. Mr. Sangakkara is worried about the poor performance among the employees coupled with wastage of materials, stealing, and high rate of accidents amongst other factors.

Mr. Sangakkara engaged a human resource consultant to carry out an intensive review of systems in the organization. Mr. Mahela, the human resource consultant of the company, observed and diagnosed the problems well. He discovered that there are many problems in the company. He prepared a report for Mr. Sangakkara after one month period of observation. The most shocking thing he found out is the high level of absenteeism among the workers. This he attributed to the large number of employees that the company has employed who don't have specific duties they are performing. Most of the employees are mostly lazy, poorly trained and lack necessary skills to be competitive. Though the company is overstaffed only a few who are skilled are involved in the work processes. The rest of the employees have little skills and hence the many accidents among the workers. This has led to the high production cost due to the high wages paid to the large work force.

After analyzing the information, Mr. Mahela recommended reduction of the workforce in the Malinga company. Mr. Sangakkara decided to implement the recommendation of Mr. Mahela for improving the performance of the company.

- a) Identify the major problems being faced by the Malinga Company.
(05 marks)
- b) What may be the reasons for the identified problems?
(05 Marks)
- c) Do you agree with the recommendation of Mr. Mahela? Justify your answer.
(05 Marks)
- d) If you were the Mr. Sangakkara, how do you solve the current problems being faced by the Malinga company
(07 Marks)

(Total Marks 22)

2)

- a) "The precise role of an HR function within an organisation, and the distribution of HR responsibilities and activities, is influenced by contingency factors."

List out the contingency factors which influence the role of an HR function within an organization and the distribution of HR responsibilities and activities.

(04 Marks)

- b) "The functions of people resourcing, and the relative relationship between these functions, are contingent upon particular organizational circumstances and organizational context."

Discuss the contingent nature of people resourcing.

(04 Marks)

- c) "The aim of strategic people resourcing is to ensure that the firm achieves competitive advantage by attracting and retaining more capable people than its rivals and employing them more effectively. An organization attracts such people by being the *employer of choice*"

Explain what makes an organization being an employer of choice?

(04 Marks)

(Total Marks 12)

3) "The notion of total reward says that there is more to rewarding people than throwing money at them."

a) What do you mean by the concept of total reward? Describe.

(03 Marks)

b) Explain the benefits of total reward approach for an organization to attract and retain talent it needs?

(04 Marks)

c) Discuss the role of relational and transactional rewards within total reward approach.

(05 Marks)

(Total Marks 12)

4) The effective resourcing of the organization with workers (or talent in contemporary parlance) relies on the identification and definition of human resource requirements. Human resource planning (HRP) seeks to ensure that organisational objectives are achieved through the development and implementation of a human resource strategy."

a) Explain the importance of human resource planning for an organization.

(04 Marks)

b) Identify strategies to be taken for labour surplus conditions and shortage conditions.

(04 Marks)

- c) Human resource planning effort has to be assessed to determine its impact on accomplishing organizational goals and objectives.

Assume that you are required to assess the degree of success of human resource planning function done for a certain period of time. How do you evaluate success or failure of the human resource planning effort? Explain.

(04 Marks)

(Total Marks 12)

5)

- a) "The first step in systematic training process is to identify training needs. Without identifying needs, any training effort should not be done. All the time, effort, money and other resources will go in vain"

Describe how to identify training needs in an organization.

(04 Marks)

- b) Explain the significance of human resource development (HRD) for individual and organisational performance and change.

(04 Marks)

- c) "There are a range of different approaches that may be appropriate to the development of management capability"

What are the different approaches to the development of management capability? Explain them.

(04 Marks)

(Total Marks 12)

6) "The challenge of an organization is not only to attract the best talent but also to retain them. There are so many strategies used by an organization to retain the employees."

a) Describe what makes an employee leave an organization.

(04 Marks)

b) Explain the importance of employee retention for an organization.

(04 Marks)

c) Explain strategies used by an organization to retain its talent for achieving goals of the organization.

(04 Marks)

(Total Marks 12)
