



UNIVERSITY OF RUHUNA
FACULTY OF MANAGEMENT & FINANCE

No of Pages: 04
No of Questions: 06
Total Marks: 70

HRM 2242 – People Resourcing

BACHELOR OF BUSINESS ADMINISTRATION DEGREE 2000 LEVEL

SECOND SEMESTER END EXAMINATION – JUNE /JULY 2015

Three Hours

Instructions:

- ➔ Answer only **five (05)** questions.

01)

- a. "Sensitivity to environmental influences and labour market trends is necessary for the effective application of people resourcing skills. These influences and trends impact on the management of people and in the structure of organizations".

List labour market and skill trends which have implications for people resourcing.

(03 Marks)

- b. "People resourcing decisions and activities, and the relative relationship between these functions, are contingent upon particular organizational circumstances and the organizational context".

Explain with examples, the contingent nature of people resourcing.

(05 Marks)

- c. "The psychological contract can be defined as a series of expectations which characterize the relationship between employers and employees".

Comment this statement.

(06 Marks)

(Total Marks 14)

02) "Redundancy is one of the potentially fair reasons for dismissal".

a. Describe briefly the causes of redundancy.

(03 Marks)

b. Explain with examples, alternative measures that may be taken by an organization in order to avoid redundancy.

(05 Marks)

c. Mahela is the owner of the Alpha garment factory. He wishes to introduce new technology for the garment factory due to high demand from the customers. This leads to a reduced demand for the labour of the factory. Mahela is not aware of how to select redundant employees from the workforce. Suppose that you are the human resource manager of this factory. Mahela has asked you to select redundant employees for dismissal. How do you select them? Explain with examples.

(06 Marks)

(Total Marks 14)

03) "Competency management is an integrated set of activities concentrated on implementing and developing competencies of individuals, teams and organizations in order to realize the mission and the goals of the organization and improve the performance of its staff".

a. Describe the keys to success in using competency frameworks.

(03 Marks)

b. Your chief executive officer says to you that he is getting confused by the terms 'behavioral competencies and technical competencies'. He asks you to clarify the differences between them. Draft your response.

(05 Marks)

c. Explain with examples how competency frameworks can be used in the functions of human resource management.

(06 Marks)

(Total Marks 14)

04) "Knowledge management is about the management and motivation of knowledge workers who create knowledge and will be the key players in sharing it".

a. What do you mean by the knowledge workers?

(03 Marks)

b. "Nonaka(1991) stated that knowledge is either explicit or tacit".

Explain the difference between tacit knowledge and explicit knowledge. Give examples each.

(05 Marks)

c. Suppose you are the human resource manager of the 'Aravinda' company. You are asked to do a 20 minutes lecture on 'Knowledge Management Strategies and Knowledge Management Process' for the students who are reading Bachelor of Business Administration degree. Outline the content of your lecture.

(06 Marks)

(Total Marks 14)

05) "Talent management is the process of identifying, developing, recruiting, retaining and deploying those talented people".

a. What do you mean by the term 'talent'?

(03 marks)

b. "Talent management takes the form of a 'bundle' of interrelated processes".

Explain this statement.

(05 marks)

c. Explain the importance of talent management for the success of an organization with examples.

(06 Marks)

(Total Marks 14)

Q6.) Write explanatory notes on the followings.

- a. Forms of flexibility
- b. Employability
- c. Lean enterprise
- d. Electronic Human Resource (e – HR)

(Each carries 3.5Marks)

(Total Marks 14)