



UNIVERSITY OF RUHUNA
FACULTY OF GRADUATE STUDIES

No of Pages: 05
No of Questions: 06
Total Marks: 100

PDBA/MBA 107- HUMAN RESOURCE MANAGEMENT

MASTER OF BUSINESS ADMINISTRATION (MBA) DEGREE

PART I SECOND SEMESTER END EXAMINATION – MAY / JUNE 2019

Three Hours

Instructions

➡ *Answer five (05) questions only.*

1) Malinga Company is a medium size manufacturing company producing toys in the Colombo area. The posts of Clerk, Accountant, Security guard, Unskilled Labourer, and Assistant Production Manager became vacant due to resignation, retirement, dismissals and promotion of job holders. The Human Resource Manager of the company is now considering for recruiting and selecting the most appropriate candidates for the above positions.

(i). Propose the most appropriate recruitment method for each vacant position of the Malinga Company. Rationalize your answer.

(08 Marks)

(ii). Suggest the most appropriate selection process for choosing the right job applicant to fill the post of Accountant. Justify your answer.

(05 Marks)

(iii). "It is more appropriate to fill job vacancies in an organization internally through promotions".

Do you agree with this statement? Explain with examples.

(07 Marks)

(Total Marks 20)

2)

- (i). "Systematic hiring is a process involving several steps to be performed sequentially".

Explain the above statement with an example.

(05 Marks)

- (ii). Following is the induction programme prepared by the sales manager of the Dimuth Company, which is engaged in producing and distributing electric appliances for local customers, for new sales assistants.

Dimuth Company
Induction program for new Sales Assistants

Objectives of the program

- To create the feeling of belonging within the new employee
- To build confidence within the new employee about himself and the organization in order to become an effective and efficient employee
- To familiarize with the job quickly
- To reduce absenteeism and anxieties of new employees
- To minimize the real shock encountered by the new employee

Resource Person: Sales Manager of the Company

Contents of the program

- i. Welcome speech
- ii. Explaining the **nature of the organization**
 - Name of the organization
 - Vision and Mission
- iii. Explaining the **job and job environment**
 - Work place
 - Work hours
 - Tea times and lunch times
 - Lockers
 - Pay days
 - Disciplinary rules
 - Overtime policy
 - Promotion policy
 - Safety tools

- iv. Introducing new employees to the immediate superior
- v. Introducing new employees the other members of the department
- vi. Date, Time and Venue

01.05.2019 at 8.30 am to 4.30 pm in the Common room of the company.

- a) Assume that you are the newly appointed Assistant Human Resource Manager of the Dimuth Company. Comment on the above induction program.

(06 Marks)

- b) Develop a better induction program for new sales assistants of the company.

(09 Marks)

(Total Marks 20)

3)

- (i). What do you mean by industrial Hazards and explain major types of industrial Hazards.

(10 Marks)

- (ii). "There are proactive and reactive legislations relating to the industrial Health and Safety" briefly explain those legislations with examples.

(10 Marks)

(Total Marks 20)

4)

- (i). What is the role of the government in Industrial Relations? Explain with examples.

(06 Marks)

- (ii). "Strategic Human Resource Management is defined as an integration of all HR programs within a larger framework, facilitating the organization's mission and its objectives."

Explain this statement with special reference to the Human resource manager's strategic partner role.

(07 Marks)

- c) "A sound industrial relations system makes the relationships between the management and employees (and their representatives) which are more harmonious, co-operative than conflictual".

Comment on the above statement.

(07 Marks)

(Total Marks 20)

- 5) Chadimal Company is producing and distributing electrical appliances for local customers. The company is considering for implementing several training programs on developing knowledge, skills and attitudes of following employees.

- **Program I:** improving decision making skills of the 10 production executives.
- **Program II:** improving communication and negotiation skills of the 20 sales representatives.
- **Program III:** improving knowledge on product quality management of 30 quality controlling officers.

Assuming that you are the Human resource manager of the Chandimal Company answer the following questions.

- (i). Suggest the most appropriate training method to deliver training program I. Justify your answer.

(06 Marks)

- (ii). Propose the most appropriate seating arrangement for implementing **training program II**. Defend your answer.

(07 Marks)

- (iii). Recommend the most appropriate evaluation design for evaluating the success of the **training program III**. Rationalize your answer.

(07 Marks)

(Total Marks 20)

6) Write short notes on the followings.

- (i). Alternative work schedules
- (ii). Job enlargement and job enrichment
- (iii). Job description and job specification
- (iv). Techniques of identifying employee grievances

(Each carries 05 Marks)

(Total Marks 20)
