



UNIVERSITY OF RUHUNA
FACULTY OF MANAGEMENT AND FINANCE

No. of Pages : 02
No. of Questions: 05
Total Marks :70

BACHELOR OF BUSINESS ADMINISTRATION HONOURS DEGREE

3000 LEVEL FIRST SEMESTER END EXAMINATION AUG/SEP 2025

Three Hours

HRM 31403 – Human Resource Development

Academic year 2024/2025

Instructions

- The Question Paper contains (five) 05 questions.
- Answer all questions

1. You are the Human Resource Development Junior Manager at a large-scale software company in Colombo, Sri Lanka. Recently, you have observed that the onboarding process for new employees is inefficient, leading to high early turnover and delays in job readiness. In designing a suitable intervention to address the issue, you have the following questions to answer.

- i. What are the three primary levels of needs assessment to diagnose why onboarding is inefficient and to gather evidence for an effective HRD intervention?
(03 Marks)
- ii. List three stakeholders you would be involved in this, each of the primary needs assessment levels mentioned for question (i) above
(03 Marks)
- iii. Based on the needs assessment findings, what intervention would you design to address the inefficient onboarding leading to high early turnover and delays in job readiness? You are supposed to suggest two interventions
(04 Marks)
- iv. How will you measure the success of the intervention you suggest in question (iii) above? Suggest two methods
(04 marks)

(Total Marks 14)

2. "Asiri Health Services," a growing healthcare provider, decided to implement a "cloud-based Human Resource Information System" (HRIS) to streamline HR functions such as payroll, performance management, and recruitment. The HR operations team embraced the change, excited by the opportunity to reduce manual paperwork. However, the employee relations unit expressed concerns about losing the "human touch" in HR processes. One HR Specialist openly resisted the transition—refusing to attend HRIS training sessions and warning colleagues that automation would eventually make their roles redundant.

- i. What type of organisational change is this: evolutionary or revolutionary?

(02 Marks)

- ii. What could be the possible reasons for resistance to this transition among HR specialists in the employee relations unit?
(06 Marks)
 - iii. Suggest actions management can take to build commitment and reduce fear among the sales team.
(06 Marks)
- (Total Marks 14)

3. Suwasetha Health Care is a growing healthcare lab with over 200 employees. Recently, staff complaints about stress, burnout, and interpersonal conflict have increased. The HR manager notices rising absenteeism and reduced productivity, especially in the technical team. To address this, management introduces an in-house Employee Counselling (EC) program, supported by workshops and confidential counselling sessions with a trained psychologist. While some employees welcome the initiative, others hesitate to participate, expressing concerns about confidentiality and stigma. The management is also uncertain whether they should keep the service in-house or contract it out for better results.

- i. What are the advantages and disadvantages of continuing the EC program in-house at Suwasetha Health Care?
(07 Marks)
 - ii. Which of the three Employee Counselling programs (Employee Assistance Programs - EAPs, SMIs, or EWPs) would be most relevant for Suwasetha Health Care and why?
(07 Marks)
- (Total Marks 14)

4.

- i. Identify the key objectives of skills and technical training in the workplace.
(04 Marks)
 - ii. Classify and briefly explain different types of skills with a real-world example.
(03 Marks)
 - iii. What are the major types of technical training methods used for workforce development in an organisation? Explain three of them with examples?
(07 Marks)
- (Total Marks 14)

5. Write short notes on the following.

- I. Two learning theories
- II. Metaverse for Human Resources Development
- III. In Basket Exercise
- IV. Outward Bound Training

(Each carries 3.5 marks)
(Total Marks 14)
