

**THE OPEN UNIVERSITY OF SRI LANKA
FACULTY OF MANAGEMENT STUDIES
ADVANCED CERTIFICATE PROGRAMME IN
HUMAN RESOURCE MANAGEMENT
HRC2502 – FUNDAMENTALS OF HRM
FINAL EXAMINATION – 2024
DURATION – THREE (03) HOURS**



Date: 13.10.2024

Time: 01.30 P.M. - 04.30 P.M.

INSTRUCTIONS:

- Part I comprises of 20 questions for 40 marks. Select and **underline** the most appropriate answer **or fill in the blanks** for the questions in part I. **Answer Part I in this paper itself.**
- Part II comprises of 01 mini case for 30 marks, which is **compulsory question. Answer all the questions in Part II in the answer booklet given.**
- Part III comprises of essay questions for 30 marks. **Answer any 02 questions out of the 03 questions in part III. Answer Part III in the answer booklet given.**
- **All questions of Part I and Part II are compulsory. Submit answers of Part I, II & III together.**
- Illegible handwriting will lead to reduction of marks.

Index No:.....

**PART I
(All questions are compulsory)**

1. What is the purpose of pre-screening in the interview process?
 - a. To evaluate the candidate's skills and experience
 - b. To assess the candidate's suitability and interest in the role
 - c. To conduct background checks
 - d. To negotiate compensation and finalize the job offer

2. What is the final stage of the hiring process?

a. Job offer	b. Negotiation
c. Offer acceptance	d. Onboarding

3. What is one of the benefits of an effective induction program?
 - a. Increased employee turnover rates
 - b. Slower employee productivity
 - c. Reduced stress and uncertainty for new employees
 - d. None of the above

4. tests evaluate a candidate's specific knowledge or skills in a particular field, such as typing speed.

a. Intelligence tests	b. Achievement tests
c. Aptitude tests	d. Personality tests

5. Which of the following approaches emphasizes that power in the HRM system should remain firmly in the hands of the employer.

a. Rhetoric Approach	b. Manipulative Approach
c. Macho Management	d. Managerial approach

6. Right employees in the right number at the right cost is called,of HRM

a. Effectiveness	b. Efficiency
c. Performativity	d. All of the above

7. Which of the following is not a characteristic of a good employment test

a. Consistent	b. Reliable
c. Non-discriminatory	d. All of the above

8. is the process of deciding the value of a job based on market pricing and job evaluation.

a. Base pay management	b. Job analysis
c. Pay determination	d. Job assessment

9. The difference between demand and supply of labor is identified in
- | | |
|----------------------|--------------------|
| a. Manpower Planning | b. Job Description |
| c. Recruitment | d. Job Analysis |
10. Which one of the following is the first step of performance appraisal
- Job Analysis
 - Develop and communicate standards to workforce
 - Develop measurement methods
 - Prepare for formal PA
11. Reward is a monetary value paid to employees in exchange for
- | | |
|-------------------|-----------------|
| a. Skills | b. Knowledge |
| c. Work performed | d. Damages held |
12. Which of the following is not an occupational accident
- | | |
|---------------------|--------------------------|
| a. Loss of eyesight | b. Respiratory disorders |
| c. Broken bones | d. Burns |

Fill in the blanks.

13. ABC Pvt (Ltd) has decided to recruit candidates by publishing an advertisement in the local newspaper. Here the company is following recruitment method.
14. can be defined as a bundle of HR practices, which emphasize employee involvement, skill enhancement, and motivation.
15. is a kind of reward that prioritizes meeting people's needs for happiness, accomplishment and personal development.
16. A challenging job that provides the employee interest and feeling that the work is worthwhile is called reward.

17. Health and safety in an organization means ensuring a workplace where employees can perform their duties free from conditions.
18. Taylor emphasized on adoption of to remuneration, recruitment, and job design.
19. interviews aim to identify a candidate's natural talents, strengths, and areas of passion.
20. In organization needs analysis, a manager should examine the particular organizational short- and long-term objectives and of the organization.

(02*20 Questions = 40 Marks)

- End of Part I -

PART II
(All questions are compulsory)

Wang Industries is a private company that is located in Katunayake, Sri Lanka, and is engaged in the production and sale of automobiles. The company is thinking about a variety of strategies to address the intense competition in the market. At a recent meeting, the management team decided to construct a new factory that is equipped with a production system that is automated and powered by robotics technology.

To discuss this strategic decision, the CEO (Pahan) organized a meeting with the Chief Operations Officer (Malan), the Chief Marketing Officer (Asanka), and the Chief People's Officer (Chanaka). During the meeting, Malan appreciated the new move, however, raised concerns about the lack of employees skilled enough to work with the new, modernized factory system. The team decided to train existing employees and hire the best among them for the new factory. Chanaka endorsed this decision, stating that it could motivate the current employees and help retain experienced staff. Pahan advised Chanaka to announce the vacancies in the new factory via the intranet. Additionally, Pahan requested Malan to personally contact the high performing employees who completed the training and encourage them to apply for the new positions.

By September 2022, the construction of the new factory was completed, alongside the ongoing operations of the old factory. Furthermore, employee training was completed. Subsequently, the new factory employed the most talented employees from the pool of trained employees who applied for the available positions in the modernized factory. In addition, the company began operations of the new factory in October 2022. Despite these efforts, the overall performance has been unsatisfactory. Employees with traditional technical qualifications struggled to handle the new robotic technology, despite undergoing training. Further, many incidents of errors, accidents, and spare time were reported. Consequently, arrangements are being made to urgently hire a few experienced employees to ensure successful operations on the modernized factory floor.

When the HRM team approached Pahan to discuss the matter, he advised them to immediately place an advertisement in the Sunday Times newspaper, contact A&J employment agencies, and attract applicants through personal referrals. Nevertheless, Ranjan, the HR manager, proposed that the company should advertise on social media. Further, Ranjan emphasized that social media advertisements are cost-efficient.

Questions

1. What is meant by recruitment? Define. (02 Marks)
2. What is/ are the recruitment type/s discussed in the case study of Wang industries? Briefly explain each recruitment type you identified. Support your answer with case evidence. (08 Marks)
3. What recruitment methods are adopted by Wang Industries under each recruitment types you identified? (04 Marks)
4. Describe the pros and cons of hiring employees from outside the organization (minimum of 3 pros and 3 cons has to be discussed)? (06 Marks)
5. Do you agree with the decision to hire employees outside the organization? Explain Why relating to the case? (05 Marks)
6. Explain why social media advertising is most suitable for hiring new employees in the case of Wang Industries? (05 Marks)

(Total Marks 30)

- End of Part II –

PART III

(Answer any 02 questions)

Question 01

What are the three main types of training need analysis. Explain with examples. (15 Marks)

Question 02

“Human Resource Planning is a crucial activity for any organization.”

Explain the above statement with a minimum of 5 justifications. (15 Marks)

Question 03

- a. Identify and explain the types of induction with examples. (09 Marks)
- b. Describe 4 advantages of conducting an induction programme. (06 Marks)

**- End of Part III –
- Copyrights Reserved -**