

**THE OPEN UNIVERSITY OF SRI LANKA  
FACULTY OF MANAGEMENT STUDIES  
ADVANCED CERTIFICATE IN HUMAN RESOURCE MANAGEMENT  
HRC2502 – FUNDAMENTALS OF HRM  
FINAL EXAMINATION – 2025  
DURATION – THREE (03) HOURS**



**Date: 30.08.2025**

**Time: 01. 30 PM- 04.30 PM**

**INSTRUCTIONS:**

- Part I comprises 20 MCQ questions for 40 marks. Select and **underline** the most appropriate answer **for all the questions** in part I. **Answer Part I in this paper itself.**
- Part II comprises 01 mini case for 30 marks, which is a **compulsory question. Answer all the questions in Part II in the answer booklet given.**
- Part III comprises of essay type 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.**
- Illegible Handwriting will be penalized.

**Index Number: .....**

**PART I**

**(All questions are compulsory)**

**Underline the correct answer.**

1. Human Resource Management is
  - a) Managing resources in the organization efficiently and effectively.
  - b) Managing human capital in the organization efficiently and effectively.
  - c) Managing financial resources in the organization efficiently and effectively.
  - d) Managing capital resources in the organization efficiently and effectively.
2. What is one of the functions of human resource management?
  - a) Performance management
  - b) Marketing
  - c) Administration
  - d) Research and Development
3. Induction means
  - a) Creating and maintaining the total health and safety of the employees.
  - b) The management of the relationship between the managers and trade unions.
  - c) Newly hired employees are systematically introduced to the organization.
  - d) The process of analyzing the duties and responsibilities of the job.

4. What is the core purpose of Training and Development?
  - a) Newly hired employees are systematically introduced to the organization.
  - b) Creating and maintaining the total health and safety of the employees.
  - c) The process of analyzing the duties and responsibilities of the job.
  - d) The process of improving the current and future performance of the employees.
5. Which of the following is not one of the evolutionary stage of HRM?
  - a) Ancient Time
  - b) Scientific Management
  - c) Contemporary Management
  - d) Behavioral Science Movement
6. Scientific Management emphasized
  - a) Managing people in primitive societies
  - b) Considering workers are an instrument of the organization
  - c) Changing from caring welfare to efficiency
  - d) Rising industrial relations function of the organization.
7. Which of the following is not an approach of HRM?
  - a) Simplistic
  - b) Talent Management Approach
  - c) Rhetoric Approach
  - d) Unitary Approach
8. The two major activities in Recruitment are
  - a) Finding suitably qualified candidates and attracting them to the job vacancies.
  - b) Forecasting future demand and developing strategies for it.
  - c) Screening applications and selecting the best candidate.
  - d) Identifying tasks, duties, and responsibilities and analyzing them
9. Strengths-based interview aims to
  - a) Identify a candidate's natural talents, strengths, and areas of passion.
  - b) Assess a candidate's skills, behaviors, and experiences relevant to the job.
  - c) Explore a candidate's personal values, ethics, and alignment with the organization.
  - d) Assess a candidate's knowledge relevant to the job.
10. Non-financial reward is
  - a) Contingent pay
  - b) Employee benefits
  - c) The employee experience
  - d) Base pay

**Choose the suitable answer and fill in the blanks.**

11. Scientific Management is introduced by .....  
(Elton Mayo, Henry Gantt, F.W. Taylor, Henry Fayol).
12. .... emphasizes that power in the HRM system remains firmly in the hands of the employer.  
(Rhetoric Approach, Unitary Approach, Manipulative Approach, Macho Management)
13. One of the internal recruitment methods is .....  
(Intranet, Social media, Career fair, Advertisements)
14. .... evaluate a candidate's specific knowledge or skills in a particular field, such as mathematics, a foreign language, or typing speed.  
(Intelligence tests, Aptitude tests, Achievement tests, Personality tests)
15. .... focuses on providing new employees with the necessary training and knowledge required to perform the job.  
(General orientation, Job-specific orientation, Departmental orientation, Skill orientation)
16. The first step in the training and development process is.....  
(Establishing training objectives, Identifying training needs, Prioritizing training needs, Implementation)
17. .... is a formal evaluation of a person's performance by their management, usually at an annual review meeting.  
(Performance management, Personnel management, Performance appraisal, Management)
18. .... is planning and overseeing programs that provide pay advancements based on performance, contribution, competence, or skill.  
(Pay determination, Base pay management, Contingent Pay, Financial rewards)
19. The first step of performance appraisal is .....  
(Job Analysis, Develop and communicate standards to the workforce, Develop measurement methods, Prepare for formal Performance Appraisal)
20. .... is a favorable exchange of relationships of an employee. (Physical health, Safety, Mental health, Social health)

**(02 marks\*20 questions = 40 marks)**

**- End of Part I -**

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

Global Cement Inc. operates a large cement manufacturing plant employing a diverse workforce in physically demanding roles. Over the past few months, the factory has experienced a concerning rise in workplace accidents due to the fact that employees were not wearing the required safety equipment while on the job. The HRM department of Global Cement Inc. noted that this led to increased medical leave, production delays, and a decline in overall performance.

In response to the escalating number of workplace accidents, the HRM department at Global Cement Inc. collaborated with safety experts to design and conduct comprehensive safety training sessions for all factory workers. The training sessions focused on identifying potential hazards, adhering to safety protocols, and promoting a culture of safety consciousness among employees. An expert in workplace safety, **Mr. Chanaka**, was appointed to deliver the lecture on the aforementioned subject matter.

In October 2019, **Mr. Chanaka** led the training session in a classroom environment for around three days, going over the safety components. In addition to theoretical explanations on factory floor safety, the participants in the programme listened to pre-recorded statements of employees who had experienced accidents. Participants' feedback were gathered at the end of the training, and they indicated that they had been satisfied with the sessions.

The factory floor supervisor, **Mr. Ranjan**, noticed that accidents persisted even after the training. He also mentioned in the monthly manager's meeting that employee turnover is steadily rising. "Our trained factory workers are leaving us and joining our competitors," he stated during the meeting. This caused HRM Department to carry out a thorough analysis of the matter, leading them to decide to review the records of the exit interviews and the grievances of those who left. A thorough investigation of the situation revealed that the majority of the workers had expressed dissatisfaction with the lack of safety equipment on the manufacturing floor.

01. What was the main issue experienced at the factory? Describe. **(03 Marks)**
  
02. "What are the two consequences of ineffective Health and safety management at Global Cement Inc.? Explain based on case evidence.

**(05 Marks)**

**03.** Briefly describe the general training and development process. **(07 Marks)**

**04.** Do you agree that management's decision to provide training to reduce workplace accidents at Global Cement Inc. was the correct approach? Justify your answer with case evidence.

**(05 Marks)**

**05.** Explain the key problem that exist with Global Cement Inc.'s training and development function or process?

**(10 Marks)**

**(Total: 30 Marks)**

**- End of Part II –**

### **PART III**

**(Answer any 02 questions)**

#### **Question 01**

- a. What is meant by recruitment? Define. **(03 Marks)**
- b. Explain the types of recruitment indicating at least 02 methods. **(12 Marks)**

**(Total: 15 Marks)**

#### **Question 02**

- a. Describe the difference between performance management and performance appraisal. **(05 Marks)**
- b. Elaborate the performance appraisal process indicating it's 04 stages. **(10 Marks)**

**(Total: 15 Marks)**

#### **Question 03**

- a. How did the Scientific Management Approach contribute to the development of Human Resource Management functions? Explain. **(05 Marks)**
- b. Describe at least 02 negative consequences of Scientific Management Approach, in relation to human resources in a workplace. **(05 Marks)**
- c. What alternative approach was developed to address the limitations of the Scientific Management Approach? Explain. **(05 Marks)**

**(Total: 15 Marks)**

**- End of Part III –**

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