

THE OPEN UNIVERSITY OF SRI LANKA
FACULTY OF MANAGEMENT STUDIES
ADVANCED CERTIFICATE IN HUMAN RESOURCE MANAGEMENT
HRC2403 - CONTEMPORARY ASPECTS OF HRM
FINAL EXAMINATION – 2025
DURATION – THREE (03) HOURS



Date: 2025.09.14

Time: 09.30 AM to 12.30 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 of essay questions for 60 marks. **Answer any 03 questions** out of the 05 questions in part II. **Answer Part II in the answer booklet given.**
 - **All questions of Part I is compulsory.**
 - Illegible handwriting will result in reduced marks
-

PART I

(All questions are compulsory)

1. **Which of the following is an outcome of implementing a High-Performing Work System in an Organization?**
 - A. Increased employee turnover
 - B. Increased Presenteeism
 - C. Improved employee satisfaction and retention
 - D. Resistance to change
2. **What condition is essential for HPWS to thrive?**
 - A. Leadership support
 - B. Ignoring organizational culture
 - C. Minimal investment in employee development
 - D. Limiting communication channels
3. **What is the main purpose of performance appraisal and reward systems in HPWS?**
 - A. To randomly reward employees
 - B. To retain high performers and ensure fairness & equity
 - C. To create competition among employees only
 - D. To reduce employee involvement in decision-making

4. **The Resource-Based View (RBV) emphasizes:**
- A. Physical assets as the main source of competitive advantage
 - B. Human resources as a unique and inimitable asset that provides sustainable competitive advantage
 - C. Short-term financial gains over workforce development
 - D. Outsourcing all strategic functions
5. **How can organizations measure the impact of HR investments?**
- A. By ignoring employee feedback
 - B. By comparing salary levels only
 - C. By tracking ROI through performance improvements, cost savings, or tangible outcomes
 - D. By focusing solely on hiring metrics.
6. **Which type of counselling involves a private, one-on-one discussion between an employee and a counsellor to work through personal or work-related issues?**
- A. Group counselling
 - B. Individual counselling
 - C. Career counselling
 - D. Stress management counselling
7. **As a HR Manager, if two employees are having a disagreement that is negatively affecting team collaboration, which type of counselling should you apply to resolve the issue:**
- A. Group Counselling
 - B. Conflict Resolution Counselling
 - C. Substance Abuse Counselling
 - D. Legal Counselling
8. **When two employees split one full-time job's hours, this is called:**
- A. Job-sharing
 - B. Compressed work week
 - C. Temporary work
 - D. None of the Above
9. **Telework is a type of flexible work arrangement that allows employees to:**
- A. Work extra hours at the office
 - B. Work from a remote location using technology
 - C. Split one job between two people
 - D. Work fewer hours than standard

Read the incident below and answer questions numbered 10 to 13.

Tec Solve Ltd, a medium-sized IT company in Colombo with 500 employees, recently implemented a Human Resource Information System (HRIS) to replace its manual HR processes such as recruitment, payroll, attendance tracking, and performance appraisals.

This new system has streamlined HR operations by automating routine tasks, empowering employees with self-service options, providing real-time data for performance and engagement monitoring, and generating reports that support strategic workforce planning and decision-making.

However, some employees are still hesitant to fully use the system due to lack of training and fear of making mistakes in the portal.

Questions:

10. What is the main benefit Tec Solve Ltd. gained by implementing HRIS?

- A. Reduced direct communication between HR staff and employees
- B. Enabled HR staff to focus on strategic workforce planning rather than routine paperwork
- C. Increased employee dependence on manual processes
- D. Limited the ability to monitor employee performance.

11. What issue is Tec Solve Ltd. facing post-HRIS implementation?

- A. Manual payroll calculations
- B. Employees are resisting using the system due to insufficient training
- C. Inability to generate HR reports
- D. Lack of centralized employee records

12. If Tec Solve wants to improve HRIS adoption among hesitant employees, which strategy is most effective?

- A. Force employees to use HRIS without guidance
- B. Provide training sessions, tutorials, and ongoing support
- C. Remove HRIS and return to manual systems
- D. Limit system access to HR staff only

13. Which ethical concern may arise from storing employee information in HRIS?

- A. Employees having convenient access to update their personal information
- B. Automating routine processes such as leave approvals
- C. Risks related to data privacy, confidentiality, and unauthorized access
- D. Generating accurate and timely payroll reports

14. Which of the following are recognized methods for implementing a new system in an organization?

- A. Parallel implementation
- B. Phased (step-by-step) implementation
- C. Pilot implementation
- D. All the above

15. Which of the following lists contains only internal customers of HR?

- A. Vendors, employees, shareholders, consultants
- B. Team leaders, vendors, legal advisors, auditors
- C. Loyal employees, competitors, external consultants, clients
- D. Employees, team leaders, loyal employees, HR staff, managers

Indicate whether the following statement is True or False.

16. Human capital theory, developed by economists, Gary Becker, suggests that investing in employees' skills and knowledge contributes to their productivity and, consequently, organizational success. (True, False)

17. "Employee Self-Service (ESS) is a feature in HRIS that allows employees to manage tasks such as updating personal details, viewing pay stubs, requesting leave, and enrolling in benefits through a self-service portal." (True/False)

18. Flexi work means a working week which consists of less than the standard five days but requires that employees work increased work hours during each workday while achieving the same or better performance. (True, False)

19. Allowing the halo effect to influence decisions in an interview is an example of an ethical consideration in HRM. (True, False)

20. Employees, Managers, and Top Management are the external customers who rely on HR services and support. (True, False).

(02*20 Questions = 40 Marks)

- End of Part I -

PART II
(Answer any 03 questions)

Question 01

Discuss the role of High-Performance Work Practices (HPWPs) in enhancing organizational productivity. In your answer, explain how HRM can create a culture that sustains high employee performance while ensuring employee well-being?

(20 Marks)

Question 02.

Explain the significance of Human Resource Information Systems (HRIS) in managing complex workplace environments. In your answer, discuss how HRIS supports efficiency, effective decision-making, and strategic HR functions.

(20 Marks)

Question 03

Unethical practices in HRM can harm employees and the organization

- a) Describe unethical practices in HRM, citing appropriate examples **(10 Marks)**
- b) Explain why organizations should follow ethical HRM practices. **(10 Marks)**

Question 04

Richard Branson once said, 'If you look after your staff, they'll look after your customers. It's that simple.'

Explain how effective HR practices can make employees satisfied and how this leads to better customer satisfaction. Justify your answer with appropriate examples.

(20 Marks)

Question 05

Write short notes on the following four topics

- a) Types of employee counselling
- b) Strategies for Work-life balance in HRM
- c) Importance of quality of work life
- d) Relationship between ethics and HRM
- e) Emerging trends in HRIS

(4 * 5 marks = 20 Marks)

(03*20 Questions = 60 Marks)

- End of Part II -

(Total = 100 Marks)

- Copyrights Reserved -