

THE OPEN UNIVERSITY OF SRI LANKA  
 FACULTY OF MANAGEMENT STUDIES  
 ADVANCED CERTIFICATE IN HUMAN RESOURCE MANAGEMENT  
 HRC2501-MANAGEMENT FOR HR PROFESSIONALS  
 FINAL EXAMINATION – 2025  
 DURATION – THREE (03) HOURS



Date: 13.09.2025

Time: 1.30 PM-4.30 PM

**INSTRUCTIONS:**

- Part I comprises 20 MCQ questions for 40 marks. Select and **underline** the most appropriate answer and fill in the blanks **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.** Answers for part I, II, and III should be attached and submitted together.
- Illegible Handwriting will be reduced marks.

Index Number: .....

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

**Underline the correct answer.**

- 1) Which of the following best defines management?
  - a) The process of manufacturing products and services
  - b) The process of planning, organizing, leading, and controlling resources to achieve goals
  - c) Supervising employees to ensure attendance
  - d) Setting only financial goals for an organization
- 2) Which of the following shows the correct order of management functions?
  - a) Leading, organizing, planning, controlling
  - b) Controlling, planning, leading, organizing
  - c) Planning, organizing, leading, controlling
  - d) Organizing, planning, controlling, leading

- 3) Expertise relating to performance of specific tasks is called as
  - a) Technical skills
  - b) Human skills
  - c) Conceptual skills
  - d) Control
- 4) Which of the following is not a base of departmentalization
  - a) Product base
  - b) Customer base
  - c) Supplier base
  - d) Geographical base
- 5) Mintzberg's informational roles include,
  - a) Figurehead, Leader, liaison
  - b) Entrepreneur, Disturbance handler, Resource allocator.
  - c) Leader, disseminator, Figurehead
  - d) Monitor, disseminator, spokesperson
- 6) Steps in managerial decision-making process
  - a) Identify the problem, generate alternatives, implement the decision, evaluate alternatives, evaluate the decision
  - b) Identify the problem, implement the decision, evaluate alternatives, evaluate the decision, generate alternatives
  - c) Identify the problem, implement the decision, evaluate the decision, evaluate alternatives
  - d) Identify the problem, generate alternatives, evaluate alternatives, implement the decision, evaluate the decision
- 7) Increase the number of duties a worker performs as well as his level of control over the job called as
  - a) Job enlargement
  - b) Job enrichment
  - c) Job rotation
  - d) Centralization

- 8) Which of the following is **not** important of planning?
- a) provide a source of motivation and commitment
  - b) guide resource allocation
  - c) guide actions of the organization
  - d) Randomly distributes tasks
- 9) According to the Draft, R.L., 2022, Organizing is,
- a) Management function which proceeds with the function of planning
  - b) Deployment of organizational resources to achieve strategic goals
  - c) The process effectively utilizes the organizational resources to achieve strategic goals of the organization
  - d) Inclined to correct others' behavior
- 10) Underline the correct statement regarding the business environment.
- a) Strengths and threats are the factors relating to the internal environment
  - b) Opportunities and weaknesses are the factors relating to the external environment
  - c) The business environment does not affect decision-making in an organization
  - d) It includes both internal and external forces that affect business performance
- 11) Top-level managers required more .....(Human skills/ Conceptual skills/ Technical skills/soft skills).
- 12) ..... means assigning specific duties with responsibility and authority (Delegating/departmentalization/span of management/centralization).
- 13) The managerial role which involves transmitting information to other members of the organization is called as .....(spokesperson/disseminator/figurehead/Leader)
- 14) Employees periodically transferred from one position to another are called as .....(job rotation/Job enlargement/ job enrichment/work team).
- 15) .....is the second step of the process of organizing (departmentalization/identification of division of work/assignment of duties/delegating).

- 16) The leadership style where decisions are made quickly and in the middle of the process by one person is called..... (autocratic/democratic/laissez-faire leadership/bureaucratic).
- 17) .....(leader/ manager/ monitor/ supervisor) focuses on things to be done, and ..... focuses on people (monitor/ leader/ manager/supervisor).
- 18) The process of keeping decision making power in the hands of upper-level managers is called as .....(influence/centralization /power/decentralization).
- 19) A function in which plans are made for the development of future leaders and managers is called as ..... (succession planning, leading, controlling/organizing).
- 20) The process of identifying, selecting and employing the most qualified applicant from within or outside of an organization for a job opening is called as ..... (staffing/recruitment/selection/induction).

(02\*20 Questions = 40 Marks)

- End of Part I -

## PART II

(All questions are compulsory)

The L&T Builders Ltd is a newly established medium size construction company. The main business operation of this company involves, design, construction and sale of affordable apartments. Even though its Head office is located in Colombo, the construction works are carried out in different locations in Sri Lanka, including, Trincomalee, Galle, Jaffna, Anuradhapura, and Hambantota.

**Mala** is the present CEO of this medium size construction company who oversees four divisional managers, **Padma, Jasmine, Tharushi** and **Gamini**. **Padma** is the chief operations officer, **Jasmine** is the chief people's officer, **Gamini** is the chief business development officer and **Tharushi** is the chief finance officer. In addition, there are five (05) more project managers, who work at construction sites located in different locations in Sri Lanka and they are responsible for the entire site management. These project managers report to all the divisional managers regarding the relevant matters.

An internal audit report submitted in the month of May 2018, by a newly appointed internal auditor, underscores that the monthly salary of construction workers at Galle construction site is delayed. The general amount paid per person as salary is Rs. 15,000 for the month of April 2018. Thus, the **Harini** (Project manager of Galle) was called for an inquiry by the internal auditor.

At the inquiry **Harini** explained that, the **Jasmine** has circulated an email to all the Project managers in February 2018, regarding an additional payment of Rs. 5,000 in the month of April 2018, as the new year festival bonus. However, **Tharushi** refused to do the budget allocation for the additional payment. Thus, **Harini** was confused and has to wait till the budget allocation of **Tharushi**. Further, **Harini** has delayed the salary payments without the knowledge of the Human Resource Management division.

01. What was the main issue highlighted in the internal audit report regarding the Galle construction site? Describe. (03 Marks)
  02. Identify and explain the reason for the above-mentioned issue with case evidence? (05 Marks)
  03. Explain the important management principle that has been overlooked in the reason you highlighted in the above question. (05 Marks)
  04. a. Identify and define the type of organizational structure that is described in the above case. (07 Marks)  
b. Draw the organizational structure that is described in the above case. (05 Marks)
  05. Explain how organizational structure has contributed to main issue in the above-mentioned organization? (05 Marks)
- (30 Marks)**

- End of Part II -

**PART III**  
**(Answer any 02 questions)**

**Question 01.**

“Effectiveness is the most important to any manager compared to efficiency”. Describe with an example.

**(15 marks)**

**Question 02**

“The role of manager is constantly evolving as the world changes”. Identify and explain 05 trends that shape the role of a manager.

**(15 marks)**

**Question 03**

“Both managers and leaders can be seen in an organization”. Explain the above statement by indicating similarities and differences between managers and leaders.

**(15 marks)**

**- End of Part III -**

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