00185

THE OPEN UNIVERSITY OF SRI LANKA

FACULTY OF MANAGEMENT STUDIES

ADVANCED CERTIFICATE IN HUMAN RESOURCE MANAGEMENT

HRC2404-DECISION MAKING TOOLS FOR HRM

FINAL EXAMINATION – 2025

DURATION – THREE (03) HOURS

Date: 13th September 2025 **Time: 9. 30 AM- 12.30 PM**

INSTRUCTIONS:

- **This paper comprises of seven (07) questions. Each question carries equal marks. Answer any 04 questions out of the 07 questions.**
- **Answer in the answer booklet given.**
- **Illegible Handwriting will be penalized**

Question 1

You are an HR analyst tasked with estimating the average number of annual training hours completed by employees in a company with a total workforce of 100 employees. A sample of 50 employees is selected, and the recorded training hours for each sample employee are listed below:

The values for the sample of 50 obtained for the above scenario are listed below:

120	50	96	51	53	75	48	79	27	112
106	107	43	22	17	28	138	25	64	141
126	69	120	25	70	146	113	144	135	9
121	148	9	144	99	121	119	117	132	130
70	124	104	18	70	119	77	124	10	65

a) Construct the following for the above data.

I. Frequency Distribution Table (Consider the equal size class intervals as 0 upto 10, 10 upto 20 etc) (6 marks)

II. Histogram (5 marks)

III. Frequency Polygon (2 marks)

b) Estimate the following measures for the frequency distribution table you have obtained above.

I. Mean (3 marks)
II. Median (4 marks)
III. Mode (3 marks)
IV. Range (2 marks)

(Total 25 marks)

Question 2

a) A person distributes Rs. 10,000/= among four workers such that the second will have three times as much as the first, the third will have half as much as the second, and the fourth will have Rs. 200/= less than the third. Find the amounts each worker receives separately. (10 marks)

b) The sum of three times the salary of a junior assistant and the salary of a senior assistant is Rs. 120,000/=. The difference between the senior assistant's salary and the junior assistant's salary is Rs. 30,000/=. Find the salary of each assistant. (15 marks)

(Total 25 marks)

Question 3

An HR department wants to conduct a survey on employee satisfaction in a company with 150 employees. The HR manager plans to select a sample of 50 employees. The company has employees in four departments with the following distribution:

- HR Department – 39 employees
- Finance Department – 46 employees
- Operations Department – 30 employees
- IT Department – 35 employees

a) What is the population size and the sample size? (4 marks)
b) Explain how you can pick a random sample of 50 employees. (6 marks)
c) Explain how you can pick a stratified sample of 50 employees. (9 marks)
d) Explain how you can pick a systematic sample of 50 employees. (6 marks)

(Total 25 marks)

Question 4

a) Identify and briefly explain any two methods used in Human Resource Accounting to measure the value of human resources. (10 marks)

b) Explain the concept of Human Resource Accounting (HRA). Discuss its objectives, and how it contributes to effective human resource management in modern organizations. (15 marks)

(Total 25 marks)

Question 5

a) In what ways can a company's stock price serve as an indicator of its wealth? Explain with relevant examples. (10 marks)

b) Explain three ways in which a business can invest in its employees to create long-term wealth. (15 marks)

(Total 25 marks)

Question 6

a) Human Resources is no longer limited to hiring and payroll functions; it plays a vital role in driving a company's overall financial success. Do you agree with this statement? Justify citing appropriate examples. (25 marks)

Question 7

a) Why are customer service–oriented employees essential for a company's wealth creation? Briefly explain (10 marks)

b) In what ways can a company ensure that its workforce possesses the necessary skills and knowledge to effectively implement organizational strategies? (15 marks)

(Total 25 marks)

(25 marks * 04 questions = Total 100 marks)

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Appendix

Mean = $\bar{x} = \frac{\Sigma f x}{\Sigma f}$

Median = $L + \frac{n/2 - F}{f} * c$

Mode = $L + \frac{d_1}{d_1 + d_2} * c$