

THE OPEN UNIVERSITY OF SRI LANKA
BACHELOR OF MANAGEMENT STUDIES DEGREE (BMS) LEVEL 04
FINAL EXAMINATION 2008
HUMAN RESOURCE MANAGEMENT- MCU 2206



DURATION : THREE (03) HOURS

DATE : 16 .02.2008

TIME : 1.30 p.m – 4.30 p.m.

- Instructions:** (I) Answer any **five (05)** questions. Each carry equal marks.
 (II) Examples must be real and specific, clearly linked to the discussion of your answer.
 (III) Each answer should be sufficiently long enough to cover the answer.
- 1 (i) Analyse how the key elements of external environment can influence HRM, with examples of your own. (10 Marks)
 (ii) "HRM can contribute to improvements in productivity and quality of work life". Discuss with specific examples of your own. (10 Marks)
- 2 (i) How would you consider Human Resource Planning as a preliminary HRM practice? Discuss with an example. (10 Marks)
 (ii) Discuss the factors that can shape and influence Human Resource Planning decisions in your organization. (10 Marks)
- 3 (i) "Employee selection is not always effective due to barriers." Examine this statement by taking examples. (10 Marks)
 (ii) Can an organization totally avoid any orientation process? Why or why not? Discuss. (10 Marks)
- 4 (i) How can an effective performance appraisal system enhance the organization's competitive advantage? Explain. (10 Marks)
 (ii) Why do managers resist performance appraisal programmes? Explain. (10 Marks)
- 5 (i) "Training methods and techniques should be based on the needs of employees." Discuss with examples. (10 Marks)
 (ii) Why are reinforcing and facilitating trained employees important? Explain. (10 Marks)

- 6 (i) Define the terms (a) Efficiency wage theory, (b) Human capital theory, and (c) Equity. Briefly explain how each of these can be achieved through the pay setting process. (10 Marks)
- (ii) What is a compensation policy? What factors must a firm consider when setting its compensation policy? Briefly discuss. (10 Marks)

7 Explain whether the following statements are true or false.

- (i) "Workforce diversity can be ignored in Human Resource Management."
(ii) "External recruitment is recommended only under a set of conditions"
(iii) "Generally, the training process starts with defining needs."
(iv) "Work is a negotiation process"

(4 x 5 Marks)

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