



**THE OPEN UNIVERSITY OF SRI LANKA  
COMMONWEALTH EXECUTIVE MASTER OF BUSINESS/PUBLIC  
ADMINISTRATION DEGREE PROGRAMME  
FINAL EXAMINATION - 2007  
MCP - 1603- MANAGING HUMAN RESOURCES  
DURATION : THREE (3) HOURS**

**DATE : 2007.12.09**

**TIME: 1.30pm – 4.30pm**

**IMPORTANT INSTRUCTIONS:**

- ANSWER ANY FIVE (05) QUESTIONS.
- ALL QUESTIONS CARRY EQUAL MARKS.

1. Identify and discuss the advantages of integrating human resource planning and strategic planning in the context of a business organization. (20 marks)
2. a. What are the major reasons for human resource planning? (08 marks)  
b. Explain how workforce analysis contributes towards effective human resource planning in an organization. (12 marks)
3. a. Outline the factors involved in the 'wage mix' and explain how these factors influence the composition of the wage mix. (10 marks)  
b. What do you mean by pay equity? Explain how pay equity impacts on work-related behaviour in organizations. (10 marks)
4. a. Describe the relationship between selection and training. (08 marks)  
b. Identify and explain four levels of training evaluation. (12 marks)
5. "Properly conducted performance appraisals have a motivational effect and they help the employees to grow and develop themselves". Critically evaluate this statement with reference to the issues intended to be addressed by performance appraisal. (20 marks)
6. a. Explain how trade union actions restrict implementation of certain decisions of human resource managers in the context of unionized organizations. (10 marks)  
b. In your view why managers tend to resist unionization of employees? (10 marks)
7. "Training solutions must be carefully chosen to meet the requirements of a firm by considering the future needs as well as constraints faced by the firm". Discuss with relevant examples (20 marks)

8. If you were the Human Resource Manager of a large software development company, how would you explain to the board of directors of the company the concept of 'human capital' and its importance in relation to the core business of the firm?

(20 marks)

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