

THE OPEN UNIVERSITY OF SRI LANKA
 COMMONWEALTH EXECUTIVE MASTER OF BUSINESS/PUBLIC
 ADMINISTRATION
 FINAL EXAMINATION – 2008
 MCP 1603 – HUMAN RESOURCES MANAGEMENT
 DURATION : THREE (03) HOURS



Date : 13.12.2008

Time : 9.30 am – 12.30 pm

Answer first question (compulsory question) and any three (3) questions from others. (Answer 4 questions in total)

All answers must be complete and written neatly and focused.

This question paper consists of five questions.

Question 1

Kent Corporation, a Dubai based (hypothetical) telecommunication company which offers telecommunication services, plans to expand its operation in the region. According to Mr. Vice Roy the Managing Director of Kent Corporation, “the group has set aside \$400 million to expand its overseas operation for its growing base of international customers.” Of this, \$30 million was invested in 2007 to establish five new overseas offices in cities such as Karachchi, Mumbai, Jakarta, Kuala Lumpur and Colombo. Currently, their Colombo operation has 25 staff members. In 2009, Kent plans to expand their network in Colombo with a \$125 investment to served the domestic and corporate markets. It is estimated that the current expansion may require a workforce of 400. About 75% of the staff will be based in Colombo while the rest will be stationed in 4 provincial locations. Technical, Customer Care, Sales and Marketing, Finance, HR and others categories of staff are required for the expansion.

- I. If you are the Head of Human Resources, of Kent Sri Lanka, what do you think are the HR implications of this new investment? (5 marks)
- II. How do you plan to deal with the above implications? (25 marks)
- III. It has been decided to outsource part of the work like customer installation and maintenance, driving, security and janitorial services. Briefly explain why organizations outsource such functions. (10 marks)

(Total 40 marks)

Question 2

Identify the positive outcomes of an *effective* performance management system for (a) employees (b) supervisors/managers, and (c) the organization.

Also explain what a performance management system should ideally achieve at each of these three levels (employee, supervisors and organization).

(20 marks)

Question 3

You are asked by your boss to design a leadership effectiveness training program for front line supervisors in your organization.

- (a) How do you ensure that the course you design will be relevant?
- (b) How do you strengthen the training-to-performance linkage? (Give specific suggestions).

(20 marks)

Question 4

Talent Management is the sum of an integrated set of activities to ensure that the organization attracts, retains, motivates and develops the talented people it needs now as well as in the future. The aim is to secure the flow of talent, bearing in mind that talent is a major corporate resource.

“With the global financial meltdown we regularly come to know about the turmoil created in the international job market such as retrenchments and severance of employment contracts. In this scenario the importance of talent management is declining”.

Critically evaluate the above statement.

(20 marks)

Question 5

Sumudhu is a young customer service agent of an insurance company with three years experience. He has been earning a take home salary of Rs. 30,000/= per month including his incentive payments. As a bachelor now he has got used to lifestyle which is different to what he enjoyed before commencing the current job.

From recently the incentive payment of Rs. 15,000/= has been taken off and Sumudhu finds it difficult to manage with his earnings. He does not have much marketable skills to shift to better job. Still his company is financially stable. He approaches you for some advice. As an MBA student as well as an experienced job holder in another organization, how would you advise Sumudhu considering the current socio-economic environment?

(20 marks)

(All rights reserved)