



**THE OPEN UNIVERSITY OF SRI LANKA
COMMONWEALTH EXECUTIVE MASTER OF BUSINESS/PUBLIC
ADMINISTRATION
FINAL EXAMINATION – DECEMBER 2009
MCP 1603 –HUMAN RESOURCE MANAGEMENT
DURATION : THREE (03) HOURS**

Date : 16TH DECEMBER 2009

Time : 9.30 a.m – 12.30 p.m

INSTRUCTIONS TO CANDIDATES

1. This examination paper consists of **FOUR(4)** printed pages
2. This question paper contains **FIVE (5)** questions.
3. **QUESTION ONE (1) IS COMPULSORY.**
4. In addition, candidates are required to answer **ANY THREE (3) QUESTIONS** from **QUESTIONS TWO (2) TO FIVE (5).**
5. State clearly all the assumptions that you make
6. Total marks for this paper is as follows.

Question 1	40 marks
Question 2 to 5(Choose any three)	60 marks
Total	100 marks



1. Read the following mini case and answer the questions given at the end.

"I need you to be more open and want them to accept their mistakes. That is how we can develop the team." Mr. Gopal the newly appointed Expatriate CEO of the Indo-New Zealand joint venture Sarla (Pvt) Ltd was telling his team. Sarla (Pvt.) Ltd. is a company selling fabricated building materials to the Sri Lankan market, having its factory and office with 70 employees. Their HR function is handled by an executive, reporting to the Finance Department.

The following observations have been made by the new CEO through different interventions and feedback he had received from different parties.

a) Senior management team:

- It is felt that cohesion among the senior management team is lacking.
- Several members are not convinced with the company strategies emanating from the foreign partner. They feel having owned by a leading foreign company itself is not sufficient enough to convince Sri Lankan markets/construction related professionals as our market behaviour is different to some other countries.

b) Goal clarity:

Most of the company employees are unaware of the common objectives, different roles and responsibilities of other departments.

c) Internal communication:

Employees come to know about company events, activities and news about staff members through word of mouth.

d) HR Interaction with factory staff:

The level of interaction between HR and factory staff needs to be improved.

e) Internal Focus:

The office staff seems to be more internally focused than externally. The sales and customer service staff meets different challenges due to stringent internal procedures and processes of the company.

f) Other

- Trust and openness seems to be lacking among the employees.

- Self-motivation and taking initiative is rarely seen among the employees.
- They expect supervisor/managers to drive them from behind.
- Appreciation of employees for walking the extra mile is not visible.

As a senior manager you have been appointed to a 03-member HR Task Team to come out with an action plan to improve HR Management practices in the organization.

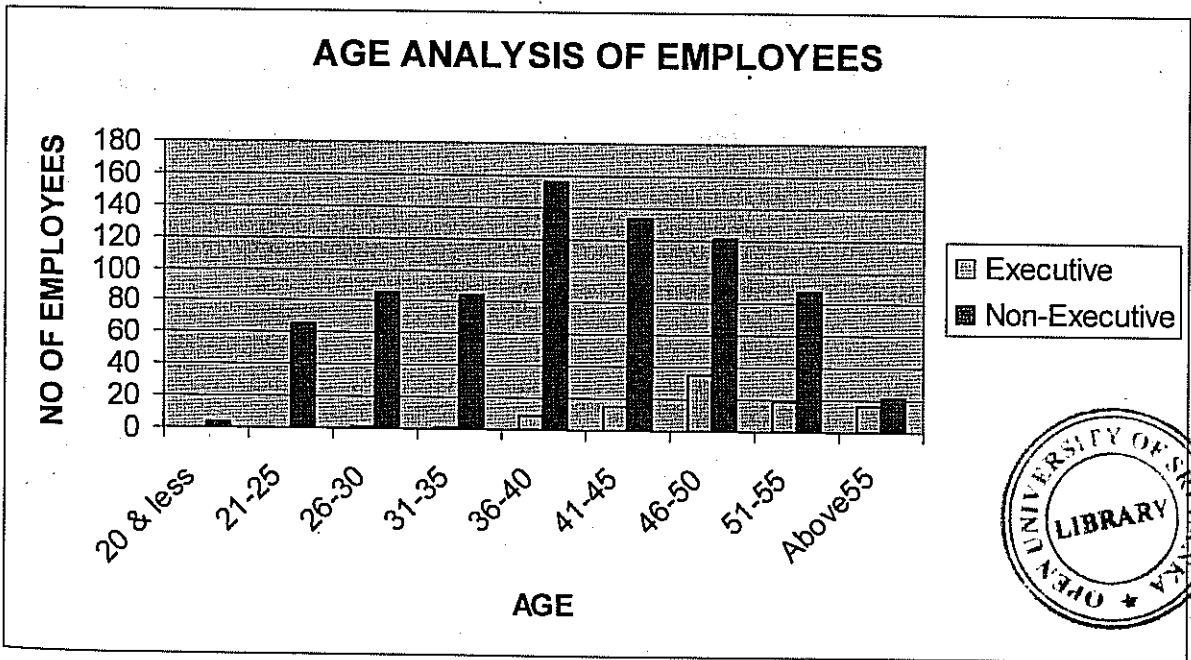
Questions

- I. Identify 10 actions to address the issues mentioned in the above mini case. (10Marks)
- II. Explain the actions you have mentioned for the above answer. (30 Marks)

(Total 40 Marks)

(You can use examples of such initiatives even in other organizations, HR models and concepts and research findings to explain).

2. Presented below is the age analysis of the employees of 'Ceng', a government owned organization in the financial sector.



Board of Directors of the organization foresees certain difficulties that might hinder the achievement of medium term and long term strategic objectives of the organization. Thus, they wanted an HR audit done in the organization to clearly identify and solve any HR related issues.

The HR audit revealed the following observations.

- Organization lacked competent managers.
- There is a strong inbreeding culture in the organization where those who join the lower ranks are promoted to higher levels with time and seniority.
- There are only three executives below the age of 36 years in the whole organization which has 800 employees.
- Several managerial staff were kept on extension after their retirement to fill managerial positions.
- The organization does not invest much on management development.

Question

Assume you are the newly appointed Training and Development Manager, attached to Ceng's human resources department. You are given the freedom to come out with innovative ideas to develop the human resources of the organization.

What initiatives do you suggest to overcome these problems and develop managerial expertise in the organization? Justify your suggestions.

(20 Marks)

3. Assume that you are the new Head of Human Resources of Kent Ltd., a Chain of Retail Stores. Currently the company is on an expansion drive. This will entail the hiring of significant staff members.

Based on the job analysis that was conducted, it was determined that the most important competencies for **Floor Supervisors** are Interpersonal Skills, Planning/ Organizing, Leadership, and Thinking Skills. At one of your meetings, the Staffing Unit presents the following selection model for hiring supervisory sales staff for the new stores.

- Step 1: Review of Resumes
- Step 2: Trade Test
- Step 3: Two-day Assessment Centre (In-Basket Exercise, Problem Solving Exercise, Leaderless Group Exercise, Role Plays)
- Step 4: Cognitive Ability Test
- Step 5: Personality Test to determine organizational fit
- Step 6: Interview by the appointed Store Managers

This will be a multiple-hurdle process, with the top scoring candidates proceeding to subsequent steps. The final selection will be made by the appointed store manager, who will have access to the scores of each candidate on various assessment hurdles.

Questions

- i) Review this proposed selection process. Identify its strengths, and indicate any concerns you might have.

(10 Marks)

- ii) Also, specify how you would modify the proposed process (either its basic design and/ or the assessment instruments used), if necessary. Provide rationale for any recommendations you make.

(10 Marks)

(Total 20 Marks)

4. * Organizations do not exist in vacuums.

Specify up to five external environmental changes (Political, Economic, Social, Technological and Environmental) that have affected your organisation(or assume an organisation) in the recent years.

(05 Marks)

Explain the HR implications of them and how has your organisation responded to them.?

(15 Marks)

(Total 20 Marks)

5. SMART objectives are used in Management by Objectives (MBO) based performance management systems.

I. Why objectives need to be SMART? (05 Marks)

II. Provide 05 examples of SAMRT objectives from 5 functional areas of Management. (Ensure that they are SMART objectives)

(15 Marks)

(Total 20 Marks)

-Rights Reserved-