

THE OPEN UNIVERSITY OF SRI LANKA
FACULTY OF ENGINEERING TECHNOLOGY
POSTGRADUATE DIPLOMA IN TECHNOLOGY IN INDUSTRIAL
ENGINEERING – LEVEL 7



FINAL EXAMINATION – 2005/2006

MEM 7216 /MEP1206– HUMAN RESOURCE MANAGEMENT

DATE : 21 April 2006

TIME : 0930 hrs – 1230 hrs

DURATION: Three (03) hours

027

Answer any five (05) questions. All questions carry equal marks

01.
 - a. Explain broadly the scope of human resource management.
 - b. Distinguish human resource management (HRM) from human resource development(HRD).
 - c. List some essential qualities (attributes) needed to manage human resources effectively.

02.
 - a. What is the difference between line and staff positions?
 - b. Are these differences always clear in organizations? Explain.
 - c. Why is it necessary to create staff positions in organizations? Do these positions reduce the authorities of line managers?

03. The problems of keeping staff motivated is one with which managers in all departments of organizations have to cope. Assume that you are the senior manager in the finance department of an organization and you have been asked to respond in writing to the following two requirements posed by a less-experienced colleague who just has taken up a similar post elsewhere in the same organization.
 - a. Describe the use of financial incentive schemes as a means of improving employee motivation. Elaborate your answer with relevant examples.
 - b. Explain how non-monetary methods can be used to motivate employees, giving some practical examples.

04.
 - a. What is meant by leadership?
 - b. What are the critical distinction between a leader and a manager?
 - c. List desirable characteristics of an effective leader.
05.
 - a. Who is a mentor?
 - b. What is the role of a mentor in facilitating employees?
 - c. What are the characteristics of a good mentor?
06.
 - a. Describe the core elements of a culture.
 - b. Distinguish strong culture from weak culture.
 - c. Explain two of the following cultures.
 - i. Bureaucratic culture.
 - ii. Clan culture.
 - iii. Entrepreneurial culture.
 - iv. Market Culture.
07.
 - a. Define performance appraisal.
 - b. Systematic performance appraisal is a vital management tool. Give reasons.
 - c. Explain the performance appraisal process.
08. Write short notes on the five (05) of the following.
 - i. Synergy effects.
 - ii. Reasons for team failures.
 - iii. Head Hunters.
 - iv. De-motivating factors in a work place.
 - v. Causes for Trust and Mistrust.
 - vi. Employee Empowerment.
 - vii. The grapevine.
 - viii. Different roles played by a Human Resource Manager.
 - ix. Thematic Apperception Test.
 - x. Management by Objectives (MBO).

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