

THE OPEN UNIVERSITY OF SRI LANKA
FACULTY OF ENGINEERING TECHNOLOGY
POSTGRADUATE DIPLOMA IN TECHNOLOGY IN INDUSTRIAL
ENGINEERING – LEVEL 7
FINAL EXAMINATION – 2006/2007
MEM 7216 /MEP1206– HUMAN RESOURCE MANAGEMENT
DATE : 16 March 2007
TIME : 0930 hrs – 1230 hrs
DURATION: Three (03) hours



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

1. Globalization entails new markets, new products, new mind sets, new competencies and new ways of thinking about business. In the future, human resources will be needed to create models and processes for attaining global agility, effectiveness and competitiveness.

In this context,

- a. Explain major challenges faced by the Human Resource Development (HRD) professionals in today's competitive business environment. What should be the strategies in meeting these challenges?
 - b. What are the different roles that HRD professionals play in a business organization?
2. Selection of right person to the right place is very important HRM function, as the quality of human resource in an organization depends heavily on the success of selection. Describe steps in a proper selection process.
 3. 3.1 Why should managers take responsibility for training their employees? State and Explain.
 3.2 If you are the Human Resource Manager of a business firm, explain the measures you would take to ensure a good career development for the young managers of your organization.
 4. Read the case given below and answer the questions that followed it.

ABC Ltd. is a manufacturing firm engaged in metal products. It is a growing firm producing several kinds of metal products. Mr. Perera, Production Manager was very worried about the absenteeism of production workers as he could not achieve production targets and productivity improvements.

The Production Manager believed in that attendance was the most important criterion in evaluating performance of workers. He understood that if an employee was present at work he/she could be trained to work and if an unskilled worker was used to do the work of absentee there would be a grater possibility of happening a lot of damage to the firm.

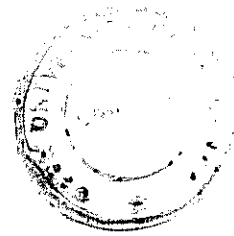
As a solution for this unsatisfactory condition being prevailed in the production department, the Production Manager decided to start a new scheme, which considered attendance as the basis for giving salary increments to production workers. The objectives of the scheme were to discourage the use of leave and to reduce absenteeism.

According to the scheme, those who use 25% of leave of 42 days are recommended with two salary increments (the value of the increment is Rs. 400/=). One salary increment is recommended for those who use 50% of the leave. No increment is recommended for those who used more than 50%.

Through the grapevine workers came to know about the scheme. They were very unhappy of it. At the end of year no increment had been recommended to pay for 25 workers. They were very unhappy and presented this to their trade union, which forwarded a written grievance to the General Manager. The union protested about the scheme and appealed to obtain stopped salary increments.

- 4.1 Critically evaluate the remunerate schemes.
- 4.2 How do you solve the current problem between labour and management?
- 4.3 What are your suggestions for improving labour relations in future?
5. 5.1 Why is a Conflict Management System essential for an organization? Explain.
- 5.2 Explain how a manger should find suitable strategies to resolve various types of conflicts in order to maximize the overall organizational effectiveness.
6. 6.1 What is meant by leadership?
- 6.2 Discuss the validity of Theory X and Theory Y in the Sri Lankan Organizations.
- 6.3 "Leaders are born, but not made". Critically analyze this statement with your knowledge of leadership theories and experiences.

7. 7.1 What is meant by "Job Analysis" as a HRM function?
- 7.2 Assume that you are required to assess the success of man power planning function for a period of time. What factors do you consider as important in this exercise?
8. Write brief notes on five of the following topics.
- a. Hawthorne studies
 - b. Reasons for team failures.
 - c. Shared vision.
 - d. Empathy.
 - e. Benefits of Performance Evaluation.
 - f. Reasons for and against Job Evaluation.
 - g. Emotional Intelligence.
 - h. Job Induction.



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