

**THE OPEN UNIVERSITY OF SRI LANKA**  
**FACULTY OF ENGINEERING TECHNOLOGY**  
**POSTGRADUATE DIPLOMA IN TECHNOLOGY IN INDUSTRIAL ENGINEERING – LEVEL 7**  
**FINAL EXAMINATION – 2009/2010**

**MEM 7216– HUMAN RECOURCES AND MANAGEMENT**

**DATE : 24 March 2010**

**TIME : 1400 hrs – 1700 hrs**

**DURATION : Three (03) hours**



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

1.
  - (i) What do you mean by Exit Interview?
  - (ii) Explain the purpose and importance of Exit Interview for you as a Maintenance Manager?
  - (iii) Establishing equity among jobs is determined by a consideration of the relative value of the jobs themselves without considering the employees who are performing them. Describe suitable factors with examples that help to establish equity among the jobs.
  - (iv) Name and discuss the important attributes required to perform specified work tasks by a person.
  
2.
  - (i) Why effective delegation is necessary for a maintenance manager?
  - (ii) Describe the prerequisites which are essential to have an effective delegation process.
  - (iii) Describe the benefits of effective delegation.
  - (iv) How do you successfully implement a job rotation program?
  
3.
  - (i) Why hiring interviews are so important to organizations?
  - (ii) Name and describe the distinct aspects of the offers and demand of the parties to an employment contract.
  - (iii) The successfulness of the entire interviewing process is highly depend on the interviewer. Discuss the important characteristics that the interviewer should posses.
  - (iv) Name common shortcomings of the interviewing process and suggest suitable steps to minimize them.

4. (i) Managing by Objectives is a process of sitting down with your employees at the beginning of a project or work period and agreeing on the results to be achieved. Describe how such a process can be benefitted to the organization.
- (ii) Conversational skills is one of the important factors that a supervisor should improve in order to be effective. Do you agree? Justify your answer.
- (iii) Moral, performances and productivity are closely related variables but not that easy to achieve. Describe some ways to study moral of employees in your organization.
- (iv) Attitudes surveys and opinion surveys are two methods widely used in order to get an idea about employee moral. What information you are expecting from employee?
5. (i) Removing uncertainty and ambiguity of job is vital in improving performances of your employees. Describe the areas that you have to consider in order to achieve this.
- (ii) Properly prepared job description would assist Managers to overcome ambiguous performances of the employees. Name other benefits that can be achieved through job description.
- (iii) Name and describe the basic components that should consist in job description.
- (iv) Discuss the limitations of job description and the ways of overcoming them.
6. (i) Performance appraisal helps not only to evaluate individuals but also the effectiveness of entire human resources management process. Do you agree? Justify your answer.
- (ii) Result areas and performance indicators are two vital requirements to evaluate employee performances. Describe the necessary steps to achieve these requirements.
- (iii) Describe the major component that should contain when defining the performance standards.
- (iv) Prepare result areas with performance indicators for instructors involved in conducting short term courses in a technical college.
7. (i) Discuss the factors that you should provide as a human resources manager to have a better working climate and quality working life.
- (ii) Discuss the participative management and its link with quality of working life.

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- (iii) Creativity of your subordinates is one of the important features that you are expecting from them in order to improve the overall performances. What steps you are suggesting to harness the creativity in employees.
  - (iv) Can you develop creativity in groups? Explain.
- (i) Discuss the major steps involved in preparing a training program.
  - (ii) Designing a suitable training program is an out come of avoiding a lot of pitfalls. Suggest suitable measures to avoid such pitfalls.
  - (iii) The most difficult question is to select the suitable training program for your subordinates. Suggest suitable process to overcome this problem.
  - (iv) Discuss the advantages and disadvantages of "on the job training".

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