

**THE OPEN UNIVERSITY OF SRI LANKA**  
**FACULTY OF ENGINEERING TECHNOLOGY**  
**POSTGRADUATE DIPLOMA IN TECHNOLOGY IN INDUSTRIAL ENGINEERING – LEVEL 7**  
**FINAL EXAMINATION – 2010/2011**  
**MEM 7216 – HUMAN RESOURCE MANAGEMENT**  
**DATE : 23 March 2011**  
**TIME : 1400 hrs – 1700 hrs**  
**DURATION : Three (03) hours**



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

1.
  - (i) The human resources are one, if not the main of the major keys of the success of a strategy defined by the organization. Do you agree? Justify your answer.
  - (ii) Discuss the factors influence to change from personal administration to human resources development.
  - (iii) Discuss the missions of the human resources development.
  
2.
  - (i) Job ambiguity is one factor that influences the overall performances of your work place. As a Maintenance Manager, do you agree with this statement? Justify your answer.
  - (ii) What actions would you suggest to overcome the ambiguities in jobs that come under your purview?
  - (iii) Preparing a job description is a lengthy and tedious process. Describe the basic steps involved in this process.
  - (iv) Job descriptions are an excellent starting point in developing performance expectations. Do you agree? Justify your answer highlighting difficulties and benefits.
  
3.
  - (i) Discuss the difference between training and development.
  - (ii) Training and development of your employees is an important factor that you have to give top priority in improving overall performances of the organization. Describe the factors that you have to consider in planning your training programs.
  - (iii) Describe the factors that influence an individual's learning ability.
  - (iv) Discuss the important steps that you have to follow in preparing your training programs.

4.
  - (i) Identify and describe the important human attributes required to perform a specified work task.
  - (ii) Recruitment and selection process basically should cover three areas. Describe them with suitable examples.
  - (iii) Some organizations prefer to fill their vacancies internally. Discuss the advantages and disadvantages of this process with suitable examples.
  - (iv) Selection through interviews is the most popular method in Sri Lanka. However this process consists of large number of errors both from interviewer as well as interviewees. Discuss the methods of minimizing these errors.
  
5.
  - (i) Diagnosing performance problems of your employees is one important area that you have to address. Describe the factors that influences employee performances.
  - (ii) Propose a suitable system to manage performance problems of your employees.
  - (iii) Counseling career related personal problems is a vital step towards enhancing employee performances. Discuss a suitable process to conduct such counseling.
  - (iv) Discuss the objectives of a good performance appraisal system.
  
6.
  - (i) Crisis management in your work place is one important activity comes under your purview. What do you mean by a Crisis?
  - (ii) A relatively minor incident can blow up to public crisis. Do you agree? Justify your answer.
  - (iii) What actions would you suggest to manage crisis situation in your work place?
  - (iv) Discuss the key elements in making jobs more satisfying.
  
7.
  - (i) Discuss the relationship between employee moral, performance and productivity.
  - (ii) Studying employee moral is not an easy task though it is an important feature influencing employee performances. Suggest a suitable method to study employee moral.
  - (iii) Discuss the requirement that are needed to create a productive working environment.
  - (iv) Discuss the relationship between the quality of working life and participative management.

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- (i) As a human resources manager it is important to identify creative employees from your workforce. Discuss the traits that creative employees are possessing.
  - (ii) It is your responsibility to enhance the creativeness of your work force. What actions do you suggest to achieve this objective?
  - (iii) Can you develop creativity in groups? Justify your answer.
  - (iv) Teamwork is defined as "a group of individuals each possessing a specific set of skills, working harmoniously together to reach defined goals and objectives." Describe the steps that you are suggesting to build team work.