THE OPEN UNIVERSITY OF SRI LANKA
FACULTY OF MANAGEMENT STUDIES

BACHELOR OF MANAGEMENT STUDIES HONOURS
BMSHONS IN ACCOUNTING AND FINANCE
BMSHONS IN HUMAN RESOURCE MANAGEMENT
BMSHONS IN MARKETING MANAGEMENT

HRU3576- HUMAN RESOURCE MANAGEMENT
FINAL EXAMINATION – 2024 / 2025
DURATION – THREE (03) HOURS

DATE: 21st DECEMBER 2025 **TIME: 09.30 AM – 12.30 PM**

INSTRUCTIONS:

- The paper consists of six (06) questions. Question 01 is a compulsory mini case study. You should answer any three (03) questions from the remaining five (05). In total, you are required to answer four (04) questions, including Question 01.
- Answer the questions in the answer booklet given.
- Illegible Handwriting will result in reduced marks.

Question 01

Apex Manufacturing (Apex) operates a mid-sized facility specializing in precision metal fabrication. The company prioritized production volume over robust Health, Safety, and Welfare (HSW) standards to maintain low operational costs. Recently, the site experienced three significant issues over a six-month period. A welder suffered severe eye strain due to inadequate and poorly maintained ventilation in the welding bay, resulting in a two-week absence from work. The existing exhaust system is noisy and outdated. Another issue is that the on-site canteen facility was closed due to poor sanitation inspection scores, forcing employees to take meals in break rooms that lack proper lighting and have insufficient, unhygienic washing stations nearby. An internal audit revealed that Personal Protective Equipment (PPE), while provided, is often the cheapest available (e.g., low-grade earplugs, ill-fitting safety glasses). Furthermore, the required monthly safety drills for fire evacuation were only conducted three times in the last twelve months. As a result, the employees' morale is low, and two high-performing senior technicians have recently resigned, citing the poor working environment and a lack of visible management commitment to their well-being as primary reasons. Apex's current HSW budget is considered minimal and primarily reactive (responding to incidents rather than proactive prevention).

Based on the above scenario,

i. Identify the main problems in the Apex Manufacturing.

(06 marks)

ii. Explain the impact of the above problems on organizational well-being.

(10 marks)

iii. What are the possible solutions and strategies that Apex Manufacturing can implement to address the identified problems?

(12 marks)

iv. As an employee of Apex Manufacturing, what is your role in enhancing the health and safety of the workplace? Explain.

(12 marks)
(Total: 40 marks)

Question 02

i. Define Career Planning and state three (03) Career planning techniques.

(06 marks)

ii. Briefly explain three (03) career management policies.

(06 marks)

iii. "Effective career management requires every employee to be positioned as a potential successor" for their current job role". Explain this statement using the importance of career management.

(08 marks)
(Total: 20 marks)

Question 03

i. Define Reward Management and the elements of reward management.

(06 marks)

ii. Discuss the advantages of a well-designed reward management system. How do these benefits contribute to achieving organizational goals? Provide examples to illustrate your answer.

(06 marks)

iii. "Organizations should consider a variety of factors when determining a compensation package." Explain this statement by using four (04) factors that influence the decision-making process for compensation packages.

(08 marks)
(Total: 20 marks)

Question 04

i. Explain the differences among the three (03) approaches of employee relations.

(06 marks)

ii. Briefly explain the role of the trade union in employee relations.

(06 marks)

iii. "The HR Manager plays an important role in Employee Relations". Justify this statement using the Role of the HR Manager in Employee Relations.

(08 marks)
(Total: 20 marks)

Question 05

i. Define four (04) contemporary issues in Human Resource Management (HRM).

(06 marks)

ii. Briefly explain the three (03) goals of Human Resource Management.

(06 marks)

iii. "When developing organizational strategies, organizations must thoroughly consider prevailing HRM trends in the labor market." Critically comment on this statement using four (04) HRM trends.

(08 marks)
(Total: 20 marks)

Question 06

Select any 05 topics and write short notes.

i. Training Needs Assessment
ii. The 'plateaued' manager
iii. Skill–based pay (SBP)
iv. Internal Benchmarking
v. Job Ranking
vi. Executive perquisites

(Total: 5*4 = 20 marks)

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