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

HRU4506- HUMAN RESOURCE MANAGEMENT
FINAL EXAMINATION – 2024 / 2025
DURATION – THREE (03) HOURS

DATE: 04.01.2026 *TIME: 01.30 pm – 04.30 pm*

INSTRUCTIONS:

- The paper consists of six (06) questions. Answer any 05 questions.
- Answer the questions in the answer booklet given.
- Illegible Handwriting will result in reduced marks.

Question 01

a. Define "Human Resource Management" and explain its importance in today's dynamic business environment citing appropriate examples.

(10 Marks)

b. "Job design plays a crucial role in aligning employee roles with organizational goals." Explain the concepts of job description and job specification and discuss their importance in the process of job design.

(10 Marks)
(Total: 20 Marks)

Question 02

a. "Recruitment and selection are two of the most important functions of Human Resource Management in any organization."

I. Define the terms "recruitment" and "selection".

(04 Marks)

II. Explain three (03) recruitment methods and three (03) selection methods with suitable examples.

(06 Marks)

b. "Training is a systematic process that ensures employees gain the skills required to perform effectively."
Explain the steps involved in the process of training.

(10 Marks)
(Total: 20 Marks)

Question 03

"Employee engagement is widely recognized as a driver of organizational success. However, many organizations still struggle to maintain high levels of engagement."

a. Explain the term "employee engagement" and consequences of employee engagement for both employees and the organization.

(10 Marks)

b. Evaluate the major strategies and challenges in improving employee engagement in modern workplaces.

(10 Marks)
(Total: 20 Marks)

Question 04

a. "Human Resource Management is influenced by both the internal environment of the organization and external business conditions."
Examine how internal and external factors affect HRM activities in contemporary organizations.

(10 Marks)

b. "The modern workplace is constantly evolving, presenting new challenges for Human Resource Management."
Discuss the current issues faced by HRM in contemporary organizations and explain how HR professionals can address these challenges effectively.

(10 Marks)
(Total: 20 Marks)

Question 05

a. "Human Resource Planning ensures that an organization has the right people, in the right place, at the right time." Justify the statement.

(10 Marks)

b. "Theories in Human Resource Management help explain how organizations manage and motivate their workforce effectively."
Explain the Human Capital Theory and the Agency Theory, highlighting their relevance to HRM practices in contemporary organizations.

(10 Marks)
(Total: 20 Marks)

Question 06

a. "Employee representation and negotiation are important aspects of industrial relations in organizations."
Explain the terms "trade union" and "collective bargaining".

(10 Marks)

b. "Effective negotiation is essential for resolving conflicts and reaching mutually beneficial agreements in organizations."
Explain the process of effective negotiation.

(10 Marks)
(Total: 20 Marks)

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