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The Open University of Sri Lanka
Faculty of Engineering Technology

Study Programme	:	POSTGRADUATE DIPLOMA IN TECHNOLOGY IN INDUSTRIAL ENGINEERING
Name of the Examination	:	Final Examination
Course Code and Title	:	**MEM7216 Human Resources Management**
Academic Year	:	2012/13
Date	:	14th August 2013
Time	:	0930 hours -1230 hours
Duration	:	3 hours

General instructions

1. Read all instructions carefully before answering the questions.
2. This question paper consists of 8 questions. All questions carry equal marks.
3. Answer any 5 questions only.

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1)

a) Human Resources Management necessarily supports commercial outcomes while fulfilling organizational needs for social legitimacy. Discuss the requirements that are essential to achieve these two important objectives.

(08 marks)

b) Explain what Human Resources Management is and how it relates to the management process.

(06 marks)

c) Give examples of how Human Resources Management concepts and techniques can be used by a Maintenance Manager.

(06 marks)

2)

a) Before appraising performances, managers should understand certain basic concepts in performance management and appraisal. Discuss.

(08 marks)

b) Many supervisors find difficulties in administering appraisals effectively. Discuss the problems that supervisors have to overcome.

(06 marks)

c) Why more employers are moving from traditional performance appraisal to performance management. Explain.

(06 marks)

3)

a) Managing your employee's performances successfully is the key for overall success of the organization. Describe a suitable system, with examples, to achieve this objective.

(08 marks)

b) Job ambiguity is one key factor that influences employee performances. Explain the key areas, with examples, that you need to address in order to avoid this situation.

(06 marks)

c) Most modern human resources management specialists recommend to have job descriptions for all positions in an organization. Why?

(06 marks)

4)

a) HR budgets are prepared like any other functional department budget in stages. Discuss.

(05 marks)

b) It is necessary to achieve the best fit between Person and Organization during the selection process in order to obtain the maximum form the person. Discuss the areas that you need to consider to fulfill this requirement.

(05 marks)

c) Outsourcing is a most extreme example for alternative staffing in maintenance management. Discuss the areas that you need to critically analyze in order to obtain maximum effectiveness through outsourcing.

(05 marks)

d) The big issue in outsourcing is the selection of the most reliable recruiter. Discuss the ways of assessing the suitability of the recruiter in order to achieve the ultimate objectives of outsourcing.

(05 marks)

5)

a) Discuss the components that you need to consider when preparing your human resources requirement.

(05 marks)

b) What is meant by reliability and validity of a selection test? Explain.

(05 marks)

c) "Interviews are one important tool in the hiring process". How would you improve their effectiveness?

(05 marks)

d) Discuss the errors that can undermine the usefulness of an interview.

(05 marks)

6)

a) What is meant by Strategic Human Resources Management? Explain.

(08 marks)

b) Explain the Human Resources Development systems that are common in most matured well performing organizations.

(06 marks)

c) What is understood by high performance work systems? Explain.

(06 marks)

7)

a) Discuss the importance of Job Analysis in order to achieve the best fit between person and the job.

(06 marks)

b) What information do you expect to collect through a proper Job Analysis program? Explain.

(06 marks)

c) How would you use Job Analysis information in order to enhance the effectiveness of the Human Resources Management process?

(08 marks)

8)

a) Discuss the Career Management methods that are available for improving the quality of man power.

(08 marks)

b) What is talent management? Explain.

(06 marks)

c) Discuss the basic factors that the managers should consider in establishing a strategic pay plan.

(06 marks)

END