



UNIVERSITY OF COLOMBO, SRI LANKA

FACULTY OF MANAGEMENT AND FINANCE

Postgraduate & Mid-career Development Unit

Master of Business Administration 2015-2017 Weekday Programme (Semester II First half)
Examination- July 2016

MBA 537A Human Resources Management

Three (03) Hours Only

Answer any **FIVE (05)** questions

Use of Calculator is allowed

1. i. Explain the main stages of the HRP process and evaluate the extent of impact they could make on the achievement of organizational objectives with example from a selected organization. (10 Marks)
- ii. Prepare a Job description and a job specification for a Junior Sales Executive of a production sector organization. (10 Marks)
- (Total 20 marks)**

2. i. Critically evaluate the difference between employee training, development, Induction, and learning initiatives? Explain with examples. (10 Marks)
- ii. Prepare a brief training program for the newly recruited sales executives of your organization. (10 Marks)
- (Total 20 marks)**

3. "Employee performance management has not been given the same prominence as performance evaluation in many organizations at present".

i. Explain employee performance management cycle with reference to its practices and applications, connected to an organization of your choice. (10 marks)

ii. Briefly explain advantages of performance evaluation to an employee and to the organization. (10 marks)

(Total 20 marks)

4. i. Introduce three (03) different job evaluation methods with appropriate examples and evaluate them critically.

(10 Marks)

ii. Mr. Saman Perera started his career as a Manager Marketing with XYZ Plc 10 years back for a 75,000/= salary. Now he has being promoted to Senior Manager Marketing with a 100,000/= salary. In another 3 years' time Mr. Saman Perera expects to retire.

Calculate EPF, ETF and Gratuity for Mr. Saman Perera.

(10 Marks)

(Total 20 marks)

5. It is interesting to find out that Google (American multinational technology company) in their new recruitment policy, no longer looks for high performers with academic qualification. As to justify their action, Google says "academic environments are artificial environments. People who succeed there are sort of finely trained; they're conditioned to succeed in that environment".

i. How would you perceive this statement in relation to Sri Lankan context?

(10 Marks)

ii. Suggest a fair blend of selection tools which can be used to hire a 'project manager' to lead a team in international business division of a Sri Lankan company. (10 Marks)

(Total 20 marks)

6. i. "Subjective nature of existing performance appraisal system may lead to an ineffective compensation system". Justify the statement and provide four recommendations to overcome this issue.

(10 Marks)

- ii. Discuss the importance of intrinsic and extrinsic rewards with examples and provide a logical justification on which employee rewarding method could be used to motivate employees in the long run?

(10 Marks)

(Total 20 marks)

7. i. Explain the model of International Human Resource Management (IHRM) using suitable real world examples.

(10 Marks)

- ii. "Responsibility of managing diversity within an organization lies with the top management and the HR Department of the organization". Do you agree with this statement? Justify your answer with examples.

(10 Marks)

(Total 20 marks)
