



UNIVERSITY OF COLOMBO, SRI LANKA

FACULTY OF MANAGEMENT AND FINANCE

**Postgraduate & Mid-career Development Unit**

Master of Business Administration (MBA)/ MBA in Finance/MBA in Marketing/MBA in HRM  
2015/2017 Weekend Programmes (Semester II First-half) Examination – September 2016

**MBA 537 – Human Resources Management**

**Three (03) Hours**

Answer **Any Four (04)** Questions

This paper has six (06) questions on four (04) printed pages.

---

1. "I need you to be more open and accept your own mistakes. That is how we can develop the team." Mr. Shankar, the newly appointed expatriate CEO of the Indo-New Zealand joint venture, IQ (Pvt) Ltd., was telling his team. IQ (Pvt.) Ltd. is a company selling fabricated building materials to the Sri Lankan market, having its factory and office with 270 employees in Avisawella. Their HR function is handled by an executive, reporting to the Finance Department. The following observations have been made by the new CEO through different interventions and feedback he had received from different parties.
- Employee turnover in the first six months in job is very high among office staff.
  - It is felt that cohesion among the senior management team is lacking.
  - Several senior managers are not convinced with the company strategies originating from the foreign partner. They feel that being owned by a leading foreign company itself create issues about convincing Sri Lankan markets/construction related professionals, as the Sri Lankan market behaviour is different to some other countries.
  - Most of the company employees are unaware of the common objectives, different roles and responsibilities of other departments.
  - Employees come to know about company events, activities and news about staff members through word of mouth.

- f) HR Executive is in the main office. The level of interaction between HR and factory staff is very low.
- g) The office staff seems to be more internally focused than externally. The sales and customer service staff meets different challenges due to stringent internal procedures and processes of the company.
- h) Trust and openness seems to be lacking among the employees.
- i) Self-motivation and taking initiative is rarely seen among the employees. They expect supervisor/managers to drive them from behind.
- j) Appreciation of employees for walking the extra mile is not visible.

As a senior manager, you have been appointed to a three member HR Task Team to develop an action plan to improve HR management practices in the organization.

### Questions

- i. What are the HR related issues arising from the above findings of the CEO (points a to j)?  
(10 Marks)
  - ii. Develop an action plan to overcome these identified issues.  
(15 Marks)
- (You can use examples of such initiatives even in other organizations, HR models and concepts and research findings to explain). **(Total 25 Marks)**

2. Monetary and non-monetary rewards play an important role in the total reward package.

- i. What do you understand by psychological contract? Explain in your own words.  
(05 Marks)
- ii. *'Modern Psychological Contracts may not expect certain things such as long term job security, promotion and career progression in exchange of loyalty and commitment.'*

Critically evaluate the above statement. **(10 Marks)**

iii. a. Compare and contrast the different monetary pay elements/component for the positions, factory worker vs. manager in relation to their remuneration.

(05 Marks)

b. Justify paying such different elements/components as remuneration to these two positions.

(05 Marks)

**(Total 25 Marks)**

3. Employee relations and managing discipline are important for an organisation.

i. Briefly explain five (05) reasons why the government intervenes in Industrial Relations.

(05 Marks)

ii. Briefly explain the 'Rules of Natural Justice'.

(05 Marks)

iii. Consider a known and well prepared 'Disciplinary Procedure' of a known organization or the 'Disciplinary Procedure' discussed in the class. Evaluate in what way the rules of natural justice are applied in the mentioned disciplinary procedure.

(15 Marks)

**(Total 25 Marks)**

4. A CEO of a large company plans to develop the senior managers to take-up future enhanced responsibilities by planning a long-term leadership development programme. As a starting point, the gaps in potential will be assessed using appropriate methods.

i. What is the importance of leadership development to the organisation?

(05 Marks)

ii. Examine why the company plans to assess the potential of its managers, not limiting only to evaluating past performance of each manager.

(05 Marks)

iii. Propose five (05) development methods that can be applied to develop those managers after the potential assessment.

(15 Marks)

**(Total 25 Marks)**

5. In the modern world, women's role was centred on a 'worker and carer.' However, many factors underlie the low participation of women in decision-making positions.

i. Critically analyze the above statement using suitable examples.

(10 Marks)

ii. What work-life balance policies do you suggest to minimize the above issues. Explain with examples.

(15 Marks)

**(Total 25 Marks)**

6. As a human resources manager, how do you manage diversity while maximizing its potential benefits and minimizing issues at your workplace? Use suitable examples to explain your answer.

**(25 Marks)**

\*\*\*\*\*