



UNIVERSITY OF COLOMBO, SRI LANKA

FACULTY OF GRADUATE STUDIES

Masters in Labor Relations and Human Resource Management (MLRHRM) - 2018/2019
(Semester II) Examination – September, 2019

MLRHRM 52404 – Organizational Theories and Human Resource Management

Two (02) Hours

Answer any **Four (04)** Questions.

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1. i. 'There is a possibility to occur conflicts between respective line managers and managers at HR Departments of organizations in performing their HRM-related responsibilities.' Describe how organizations could manage the conflicts by demarcating the HRM responsibilities of line managers and managers at the HR Department.
(10 Marks)
- ii. Explain how the technological trends in the modern society do shape and change the practices of HRM function in organizations, with the use of appropriate examples.
(10 Marks)
- iii. List down five (05) types of information that are typically included in the job description of an Employee Resourcing Manager of a private sector organization.
(05 Marks)
- (Total: 25 marks)
2. i. Describe the relationship between the 'workflow analysis' and the 'job design function.'
(08 Marks)
- ii. Most of the tourist hotels in Sri Lanka are experiencing a lack of business opportunities these days and as a result they have encountered a human resource surplus. However, they expect that the demand for their rooms in the hotels would increase in the next few months. The hotels also would experience a shortage of experienced employees in the future, if they try to reduce the staff now based on the prevailing situation.

Discuss the strategies that you could propose to hotels in dealing with their,

(a) current human resource surplus, and the

(b) possible human resource shortage that would occur in the future.

(08 Marks)

iii. Differentiate between the 'confirmed employees' and the 'probationary employees.'

(04 Marks)

iv. State the advantages and disadvantages that an organization would experience when it uses the Internet as a source of attracting candidates.

(05 Marks)

(Total: 25 marks)

3. i. What are the factors that an organization needs to consider in determining the type of penalty given to a wrongful employee?

(05 Marks)

ii. Assume that you have been requested to advise the Personnel Department of a leading state bank in Sri Lanka in designing its Management Development Programme for the newly recruited management trainees.

What are the advices that you would provide to the Head of the Personnel Department of the bank in designing the management development programme?

(10 Marks)

iii. Write brief descriptions about the following:

(a) Employee orientation

(b) Training

(c) Coaching

(d) Counseling

(e) Career development

(02 Marks each * 05 = 10 Marks)

(Total: 25 marks)

4. i. What are the strategies that a company can introduce to minimize the work-family conflict of its employees?

(06 Marks)

ii. Discuss the impact of negative organizational politics on employee performance in organizations.

(07 Marks)

iii. Describe how the knowledge of neo-classical organizational theories could help solve the human resource related issues in contemporary organizations.

(12 Marks)

(Total: 25 marks)

5. i. Elaborate the concept of 'organizational justice' in light of the equity theory.

(12 Marks)

ii. Assume that you are supposed to present the outcomes of both organizational injustice and organizational commitment at a meeting set for the Human Resource executives of your organization. Briefly explain the key points that you would highlight in your presentation.

(13 Marks)

(Total: 25 marks)

6. i. Differentiate between 'groups' and 'teams' with the use of appropriate examples.

(06 Marks)

ii. Briefly explain different stages of the group formation process by stating possible attributes of problems encountered in the each stage of the process.

(10 Marks)

iii. Write short notes on the following:

- a. Virtual teams
- b. Self-managed teams
- c. Cross-functional teams

(03 Marks each * 03 = 09 Marks)

(Total: 25 marks)