



UNIVERSITY OF COLOMBO, SRI LANKA

Faculty of Graduate Studies

Postgraduate Diploma in Business Management (m-Learning) – Semester II Examination– December 2020

PGDBM -ml 5205 – Human Resource Management

Four (04) hours

Answer ALL questions

This is an open book examination

1. Read the case study and answer to the questions given below.

Sonali, the owner and manager of a company with ten employees, has hired you to take over the HRM function so she can focus on other areas of her business. During your first two weeks, you find out that the company has been greatly affected by the up economy and is expected to experience overall revenue growth by 10 percent over the next three years, with some quarters seeing growth as high as 30 percent. However, five of the ten workers are expected to retire within three years. These workers have been with the organization since the beginning and provide a unique historical perspective of the company. The other five workers are of diverse ages. In addition to these changes, Sonali believes they may be able to save costs by allowing employees to telecommute one to two days per week. She has some concerns about productivity if she allows employees to work from home. Despite these concerns, Sonali has even considered closing down the physical office and making her company a virtual organization, but she wonders how such a major change will affect the ability to communicate and worker motivation. Sonali shares with you her thoughts about the costs of health care on the organization. She has considered cutting benefits entirely and having her employees work for her on a contract basis, instead of being full-time employees. She isn't sure if this would be a good choice. Sonali schedules a meeting with you to discuss some of her thoughts. To prepare

for the meeting, you perform research so you can impress your new boss with recommendations on the challenges presented.

- i. Recognize possible changes that are occurring in the business that affect HRM and related practices.
- ii. Elaborate on the different considerations the company and HR should be aware of when making changes related to this case study?
- iii. What type of human resource planning strategies that you suggest for the organization in relation to the changes that are taking place?
- iv. How would you make use of job evaluation in relation to given situation in the case study explain.
- v. What type of Labor laws could be considered in relation to the changes proposed in the case study? Explain in relation to the Sri Lankan context.

(10 Marks for each section)

(Total 50 marks)

2. Harsha and Franklin both of them are postgraduates in management under different streams from the same B-School. Both of them are close to each other from the college days itself and the same friendship is continuing in the organization too as they are placed in the same company, Hy-tech technology solutions. Harsha placed in the HR department as employee counselor and Franklin in the finance department as a key finance executive. As per the grade is concerned both are at the same level but when responsibility is concerned Franklin is holding more responsibility being in core finance. By nature, Harsha is friendly in nature and ready to help the needy. Franklin is silent in nature ready to help if approached personally and always a bit egoistic in nature. They have successfully completed 4 years in the organization. And management is very much satisfied with both of them as they are equally talented and constant performers.

- i. What type of career planning process you are suggesting for the for the given situation?
Explain
- ii. Briefly explain human resource strategies to enhance performance of the given individuals in the case study.
- iii. Discuss possible challenges faced by human resource management at present and make your recommendations to overcome them.
- iv. What is the role of human resource manager in relation to the given situation? Elaborate
- v. Develop a more effective job discretion and job specification for the management trainees in modern day organization.

(10 Marks for each section)

(Total 50 marks)
