

# UNIVERSITY OF COLOMBO, SRI LANKA

## FACULTY OF MANAGEMENT AND FINANCE

Bachelor of Business Administration (Level II - Semester VI) Examination – 2017

### HRM 2303 - Contemporary Trends in Labour Market

Three (03) Hours

Answer All Questions

#### Instructions for the candidate:

- (1) write answers in readable and clear handwriting. Manage your precious time by writing answers while focusing well on contents of questions
  - (2) display your passion for reading journal articles and other pieces of literature, creativity, innovativeness, industry-based knowledge (study tours, conversations with Human Resource Practitioners and other experts, and mini-research undertaken for producing the group assignment), and holistic thinking through your answers which will earn more marks
  - (3) The use of a calculator is not permitted.
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1. i. Sri Lanka Labor Force Survey, Annual Report - 2015 which has been published by the Department of Census and Statistics shows that the contribution of informal sector to employment in Sri Lanka is 59.8%.

Examine what measures have been taken recently by the relevant labor market institutions/intermediaries in Sri Lanka for reducing gradually the size of this informal sector. You should explain briefly any two of such measures and also highlight two major implications/lessons of such measures for the role of Human Resource (HR) practitioners in manufacturing organizations in Sri Lanka.

(06 Marks)

- ii. The UN Global Compact contains, *inter alia*, four principles which are related to labor. One such principle advocates the effective abolition of child labor.

There are manufacturing companies in Sri Lanka who find skills shortages for certain jobs available therein.

Compose a script (not exceeding 150 words), outlining precisely what child labor is all about and how these companies could address effectively these skills shortages whilst adhering to the related principles contained in the UN Global Compact.

(Hint: Report on Child Activity Survey 2016 Sri Lanka, Department of Census and Statistics and your knowledge based on classroom conversations).

(05 Marks)

- iii. A well-educated young Sri Lankan entrepreneur has founded recently an apparel making company as a joint venture with an investor from overseas. This company finds that its profitability, competitiveness, growth, and survival are determined largely by smooth supply of Sewing Machine Operators (SMOs) to production lines, less absenteeism and high efficiency of SMOs, and retaining them over long term.

You may assume that these two entrepreneurs have hired you as a Consultant to educate and train two Recruitment Officers, i.e. one male and one female. Their job involves sourcing job applicants for SMO positions, monitoring their attendance and work behavior, and assuring their long-term retention. As a person who has studied Contemporary Trends in Labor Market, you are required to educate and train these two Recruitment Officers for dealing effectively with these three areas of their role.

Design a program to this effect. You should elaborate clearly institutions/persons to be contacted for collecting information on potential job applicants for SMO positions, how to utilize such information for constructing tools of communication with these job applicants, and how to maintain a low level of absenteeism and high retention of them who are potential SMOs of this company.

(Hint: Study tours number four and five and your knowledge based on classroom conversations).

(09 Marks)

**(Total 20 Marks)**

2. i. Skills Development Pathways in Asia: Employment and Skills Strategies in Southeast Asia Initiative (ESSSA), a joint publication by the Organization for Economic Co-operation and Development (OECD) and the OECD Program on Local Economic and Employment Development (LEED), has brought to the spotlight four skills challenges faced by Asian countries. Two of them include reducing skills mismatches and increasing the links between training and industry needs and increasing industry participation and ownership.

Industry Sector Skills Councils (ISSCs) are regarded as one of the latest developments in the labor market in Sri Lanka.

Analyze (not exceeding 200 words) the nature of these ISSCs and their role in addressing skills gaps and skills mismatches in professional, staff, craftspersons, women, administrative staff, support staff, and other ancillary workers in respective sectors.

(06 Marks)

- ii. In Public Investment Program for 2017-2020, one could find easily policy directions and key strategies for general education, higher education, and skills development and vocational training.

Illustrate convincingly how these policy directions and key strategies would contribute to producing better labor market outcomes. You may choose any two of such policy directions and key strategies and then show clearly their potential for producing better labor market outcomes.

(05 Marks)

- iii. The Board of Directors of a tyre manufacturing company (for on-road vehicles) has appointed you, as a Consultant, to work in collaboration with its Manager - Training and Development.

Your assignment embodies constructing a structured on-the-job training (OJT) program for unskilled machine operators at *Seisan Genba* (production floor) level for forming intellectual skills in them. This OJT program should also include a skills assessment system which gives a high prominence and visibility to the job knowledge and experience of Assistant first-line supervisors/team leaders in implementing it.

(Hint: Compulsory reading based on the journal article authored by Hiromichi Shibata, study tour number two, and classroom conversations).

(09 Marks)

**(Total 20 Marks)**

3. i. Many countries have realized the necessity and significance of shifting gradually to a low-carbon economy as a mechanism of creating prosperity, jobs, and inclusive growth in the wake of the mitigation of the impact of Climate Change. Sri Lanka is no exception in this regard.

Predict confidently two areas (not economic sectors) in which more green jobs could be seen in Sri Lanka within the next five to ten years. Then, propose a general competency framework for organizations in Sri Lanka for training their employees for acquiring and practicing green skills for living in a green workplace.

(Hint: Study tour number one and your knowledge based on reading the journal article authored by Jakob and Steckel and classroom conversations).

(06 Marks)

- ii. Tertiary and Vocational Education Commission (TVEC) plays a vital role in shaping the labor market in Sri Lanka. The scope of its work is connected with making the policy environment and regulating Technical and Vocational Education and Training (TVET) for producing much needed talent with competencies required for working in Sri Lanka and overseas.

Assess carefully how do National Competency Standards (NCSs) published by the TVEC contribute to creating decent employment (decent work) for Sri Lankans in the wake of an ageing society. Your answer needs to be supported by one relevant NCS.

(05 Marks)

- iii. Sri Lanka, as an ageing society, is characterized by experiencing not only a demographic transition, but also an epidemiological transition. Human Resource and Administration Department of a labor intensive manufacturing company which employs a larger female workforce at production floor level has invited you to deliver a one-hour presentation to the top and senior management of the company on the theme of “Promoting active healthy ageing from womb to tomb”.

Prepare a script which would comprise three key demographic and epidemiological transitions happening in Sri Lanka, their possible implications for this manufacturing company, and how to collaborate with the relevant public sector institutions for

educating the female workforce on how to get ready proactively for promoting active healthy ageing for themselves and their children, both present and potential.

(09 Marks)

**(Total 20 Marks)**

4. i. Recent trends of international labor migration of Sri Lankans, particularly to countries like Qatar, United Arab Emirates, Kuwait, Oman, Malaysia, Singapore, and Cyprus show that there are more vacancies received than the number of Sri Lankans sent for filling those vacancies under skilled job category.

Examine briefly two underlying reasons for the existence of this vitally significant gap.

(06 Marks)

- ii. The evidence proves that Sri Lanka Bureau of Foreign Employment (SLBFE) exerts a considerable effort into producing skilled, competent, and empowered migrant workers who could generate a significant amount of Foreign Exchange earnings for Sri Lanka. In doing so, SLBFE collaborates with many public sector institutions and experts working therein.

Illustrate with details any two major courses of action SLBFE has taken recently and been implementing for building a skilled labor pool for employment overseas.

(05 Marks)

- iii. A team consisting of 15 first year undergraduates of the Faculty of Management and Finance of the University of Colombo has chosen three schools in a remote area in Sri Lanka for undertaking its Community Development Project (CDP). The scope of this project covers building awareness in students in General Certificate of Education (GCE) (Ordinary Level) class on how they could choose an occupation which characterizes decent employment (decent work). The statistics shows a high dropout rate of students in this class after sitting for the GCE (Ordinary Level) examination.

Assume that you have been invited by the academic staff of this faculty to work with this team of undergraduates on designing a program for providing students in this class of these three schools with labor market information and proper guidance for preparing

themselves proactively for pursuing an occupation of their choice. It is also needed to advise these students on how to obtain a formal education and training for acquiring job-relevant skills for engaging in this chosen occupation.

Advise this team of undergraduates on designing this program, addressing sufficiently all key areas stated in the immediate preceding paragraph.

(Hint: Study tour number three and your knowledge based on classroom conversations and the guest speaking session).

(09 Marks)

**(Total 20 Marks)**

5. Compare concepts/phenomena which are embodied in the following pairs of such concepts/phenomena:

i. UNIVOTEC and NAITA

(07 Marks)

ii. Economically active population and economically inactive population

(07 Marks)

iii. National Career Guidance and Counseling Center (under the Ministry of Skills Development and Vocational Training) and the job bank of SLBFE

(06 Marks)

**(Total 20 Marks)**

-----End of the Question Paper-----