THE INSTITUTE OF
CHARTERED ACCOUNTANTS OF SRI LANKA

SCHOOL OF ACCOUNTING AND BUSINESS
BSc. (APPLIED ACCOUNTING) GENERAL / SPECIAL DEGREE
PROGRAMME

END SEMESTER EXAMINATION – JULY 2016

MGT 20425 Human Resource Management

Date : 30th July 2016
Time : 9.00 a.m. – 11.30 a.m.
Duration : Two and a half (02 ½) hours

Instructions to Candidates:

- Answer any **FIVE** questions, including **Question No. 01** and any **FOUR** from others

- Each question carries equal marks.

- 60% of marks are allocated for this paper and the balance 40% has been allocated for the continuous assessments.

- Answers should be written neatly and legibly.

Question No. 01 (Compulsory)

Human Resource Management (HRM) is the human side of business and concerned about managing people within an organizational setting.

    a.   How do you define the term *Human Resource Management?*

    b.   What is the Generic Purpose of HRM?

    c.   Briefly explain the Objectives of HRM.

    d.   Discuss the significance of HRM to achieve business goals.

    e.   Identify the responsibility of HRM

(Total 20 Marks)

Question No. 02

Job design is considered as one of the primary functions of Human Resource Management. Without Jobs there will not be a need for acquisition, allocation, motivation and maintenance of human resources in an organization.

 i. What do you mean by a Job and Job Design? Discuss the importance of job design and redesigning as a function of Human Resource Management.

(10 Marks)

ii. Efficiency elements and behavioural elements are two types of elements to be considered when designing and redesigning jobs. Efficiency elements are aimed at increasing the efficiency of the employee while behavioral elements are aimed at increasing the job satisfaction of the employee. However, achieving both efficiency and employee satisfaction to the highest extent is mutually exclusive (contradictory). What do you mean by efficiency elements and behavioural elements? What should the human resource specialist do to solve the above problem?

(10 Marks)

(Total 20 Marks)

Question No. 03

Job Analysis is a very important HRM function which provides the informational need of the organization in order to perform various other HRM functions.

i. What do you mean by Job Analysis? How does it help to perform other HRM functions?

(10 Marks)

ii. "Job Description and Job Specification are the results of job analysis." What is meant by each? Differentiate Job Description from Job Specification.

(10 Marks)

(Total 20 Marks)

Question No. 04

In general, planning is the process of establishing objectives and deciding steps to achieve those objectives.

i. What is Human Resource Planning? Briefly explain the process of Human Resource Planning

(10 Marks)

ii. Differentiate skills inventory from management inventory and discuss their importance in succession planning.

(10 Marks)

(Total 20 Marks)

Question No. 05

Selection is the heart of HRM. It is the very reason for many organizations to establish a separate department called HR.

i. What do you mean by selection? Discuss the objectives and the significance of it.

(08 Marks)

ii. Identify inputs and requirements to perform selection function efficiently and effectively.

(06 Marks)

iii. Evaluate the appropriateness of *Assessment Centre* as a method of selection.

(06 Marks)

(Total 20 Marks)

Question No. 06

i. Needs identification is the first step of any training cycle. Discuss how it is facilitated by employee performance evaluation.

(05 Marks)

ii. Assume that you have been assigned to evaluate the performance of employees in your organization. Explain the process that you would use based on the model that you learnt in the class.

(15 marks)

(Total 20 Marks)