



Eastern University, Sri Lanka

Faculty of Commerce & Management

Final Year – First Semester Examination in BBA/ B.Com - 2009/10 (August 2011)

Proper / Special Repeat

HRM 4143 – Employee Health and Safety

Answer all Questions

Time: Three Hours

Q1. Read the case study and answer the questions given below.

Health and safety in Johnson Stores company

Gwen Fine is the Human Resource Manager at Johnson Stores plc, a large department store located in south East England. One Monday morning in January, Norman Smith, a trainee manager in the hardware and electrical goods department, walked into Gwen's office, sat down and broke the news that he was terminally ill. But that was not all he said. He rambled on about a friend who had died of AIDS. Both Norman and Gwen knew how to express it. Finally, Norman stopped and asked; 'you know what it is, don't you?' 'Yes, i do', replied Gwen. 'It's terrible thing in our society'. Norman went on to tell her that he could expect to live for only 2 more years at best. Later that morning, Gwen reflected on the meeting with Norman and felt ashamed of her insensitive comments. She confided in a close co-worker her feeling; 'what stupid, impersonal thing to say', she chided herself. 'The man is dying'.

Norman was on sick leave for 6 weeks following his meeting with Gwen in early January; a doctor's note described his illness as shingles. The staffs in Norman's department were an understanding group and carried the extra work. In February, Norman phoned Gwen with good news; he was feeling better, and the store could expect to see him back at work the following Monday.

When Norman walked into the store, his co-workers were overwhelmed by the severe change in his appearance. 'My god, he looks terrible', Gwen thought when she met him later in the day. At 43, Norman was a handsome man, yet he had lost 30 lbs since Gwen had last seen him. Dark rings circled his eyes, and his cheeks were sunken. His tall frame seemed unsteady as he leaned on a walking stick he was now carrying. The illness had also caused unattractive skin eruptions and irritation on his legs.

Norman was confident, until returning to work, that he could keep his condition private. He had offered himself as a 'guinea pig' to a group of specialist doctors searching for an AIDS cure at the regional hospital, but the treatment demanded that Norman leave the store once a week. 'Why are you always going to the hospital?' his co-workers began asking. Rumours began to circulate in the store about Norman's illness, focusing on his sexuality and the possibility he had AIDS. Co-workers began behaving differently avoided him and attempt red to ignore him. Employees in the store also refused to use the water fountain, cups in the canteen or the toilet. As another department manager stated, 'The linking of Norman's illness to AIDS triggered irrational things in people and Johnson's entire employees simply panicked. People are totally misinformed about AIDS, 'The reaction from Norman's co-workers began to affect morale and cause disruption. In April, three long-serving employees in the hardware and electrical department requested a transfer. The sales in the department fell sharply in the first quarter of the year, and shortly after the release of the quarter sales figures, Gwen received an e-mail message from her boss, Stan Beale, the Store's general manager, requesting an urgent meeting to discuss Norman Smith.

Questions:

1. Define employee health and safety. What are the key problems in this case study?
(08 Marks)
 2. Explain the causes of this problem in this case study? and how can these be managed to maintain employee safety in Johnson Stores Company?
(10 Marks)
 3. What advice can you provide to improve employee health and safety in Johnson Stores Company?
(10 Marks)
- (Total 28 Marks)**

- Q2.**
- a) 'Employers with poor safety records often have poor written safety policies'. Do you agree or disagree with that statement? Discuss.
(07 Marks)
 - b) Analyze the role of a Human Resource management specialist in providing a safe and healthy environment for employees.
(06 Marks)
 - c) Interpret how training can improve occupational health and safety.
(05Marks)
- (Total 18 Marks)**

- Q3. a) Describe legal provisions of employee health and safety in Sri Lanka. (07 Marks)
- b) What is stress? How does it differ from burnout? How do you know that an employee is suffering from stress? (06 Marks)
- c) Propose guidelines for the use of ergonomics applications in organization. (05 Marks)

(Total 18 Marks)

- Q4. a) What are the steps that should be taken by concerned authorities to ensure safety in the electric plant? (06 Marks)
- b) Write short notes on following
- I. Workplace violence prevention programmes
 - II. Proactive safety techniques
 - III. Heinrich's Domino Theory
 - IV. Quantitative Risk Assessment

(04*03= 12 Marks)

(Total 18 Marks)

- Q5. a) What are health and safety responsibilities of Human Resource Unit and Managers in production company? (05 Marks)
- b) The risk management should be integrated with other elements of the management system. Do you agree or disagree with that statement? Discuss (07 Marks)
- c) What is an 'employee wellness programme'? Why do such programmes fail to meet their goals? Suggest how they can be improved? (06 Marks)

(Total 18 Marks)