



EASTERN UNIVERSITY , SRI LANKA
FACULTY OF COMMERCE AND MANAGEMENT

Final Year – First Semester Examination in Specialization in Human Resource

Management – 2007/2008 (October – 2008)

HRM 4153 – EMPLOYEE RESOURCE

Answer all questions

Time:- 03 Hours

Q1. Case Study

Since its inception in 1973, ABC (PVT) LTD is a manufacturing company operating in Sri Lanka. It has built superior physical, virtual and people networks not just to prepare change but to shape change on a global scale. Since 1973, ABC had won over 18 awards up to 2002 for operational excellence. Fundamental to the success of ABC is the vision of its founder. However, results took a downturn in the following financial years of 2003, 2004 and 2005. The Company was not achieving the level of growth as expected. This called for some immediate remedial action. Then a major HR program was implemented. A significant increase in business performance measure is noted after the HR program is implemented. The Human Resources Manager makes this connection in a presentation to senior executives. Then the Production Manager asks “How much of this improvement was actually caused by the HR program?”. When this potentially embarrassing question is asked, it is rarely answered with any degree of accuracy and credibility. While the change in performance may be linked to the HR program, other factors usually have contributed to the improvement.

i) How can you address this issue?

(6marks)

ii) Identify four potential sources that may contribute to the performance improvement

(6marks)

iii) Explain two techniques for approximating impact of HR using the above case study.

(12 marks)

(Total 24 Marks)

Q2. “We must align the human resources function with the strategic business plan and a fully functioning HR professional need three types of skills”.

i) Explain what it means to align the human resources function with the Strategic Business plan. (03marks)

ii) Discuss the five factors considered for the value chain works in aligning human resources with the business. (10marks)

iii) Explain the three different types of skills that the HR professional needs (6marks)

(Total 19 Marks)

Q3. “HR needs to generate data in order to know how well it is doing and where need to improve”.

i) What are the three fundamental imperatives in business? Briefly explain them. (06marks)

ii) What are the five indicators used to show the degree of change that is taking place in the business? (05 marks)

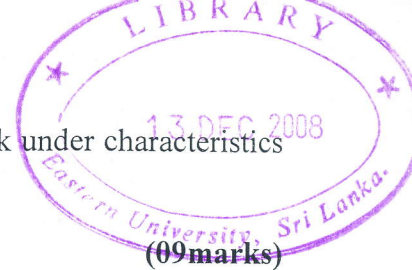
iii) Describe a typical performance measurement matrix. (08marks)

(Total 19 Marks)

Q4. “Measuring the human resources contribution requires collecting a variety of data at different times to assess the status of a specific activity, program, initiative or function within HR”.

i) What are the two categories of data? Briefly explain each of them (04marks)

ii) Explain any three methods of data collection techniques. (06marks)



iii) Describe five levels of evaluations developed by Kirkpatrick under characteristics of evaluation levels

(09marks)

(Total 19 Marks)

Q5. “Organizations are attempting to be more creative and aggressive when developing the monetary benefits of HR programme and initiatives”.

i) Explain four strategies to covert data into monetary values

(10 marks)

ii) Explain two methods developed for evaluating HR investment.

(04marks)

iii) List all costs associated with the fully loaded cost.

(05marks)

(Total 19 Marks)