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Eastern University, Sri Lanka
Faculty of Commerce & Management
First Year First Semester Examination in Master of Business Administration
2018/19 (August 2019)
(Proper/Repeat)
MBA 1053 Human Resource Management

Answer all five (05) Questions.

Time: Three Hours

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

Selection Practices at Canadian Security Intelligent Services (CSIS)

The Canadian Security Intelligence Service (CSIS) is a civilian run agency for merely the security service of the RCMP. Its role is defensive – to protect Canada from terrorists and foreign spies. It does not send armed spies overseas. Selecting spies used to be a secret process. There was no public knowledge about how spies were recruited, what the job description was and what the selection criteria and methods were.

Each year CSIS received 3000 unsoldered applications for about 100 openings. However, most of these applications are from unqualified James Bond wanna-be's. CSIS wants highly qualified, well-educated, multilingual, multi-skilled employees. It recruits openly, and its selection criteria and processes are public.

If you want to apply, CSIS looks for Canadian citizens who are university graduates, preferably with advanced degree. You must have a driving license and be able to relocate anywhere in Canada at any time. You will have lived or studied abroad, be proficient in English and French, and have a third or fourth language. CSIS looks for generalists-people who are knowledgeable about international and political issues and who have investigative and analytical skills. As a CSIS employee, you will not be able to discuss your work with outsiders at any time.

CSIS recruits at Government job fairs. As an applicant, you must go through the following selection process:

- submit a resume.
- complete a 12-page application, which also involves writing a 500-word essay explaining why you want to become an intelligent officer.
- attend a group information session, where recruiters and intelligence officers answer questions.

- attend a suitability interview, where your motivation and verbal and people skills are judged.
- take a battery of psychological and aptitude tests.
- have your language skills tested.
- attend a national assessment panel-veterans will assess your motivation, knowledge of CSIS, and general awareness of public affairs.
- be submitted to security clearance procedures (including a polygraph test, fingerprints, lie detector test, credit check, criminal record check, and references back to teen years), which takes three months and costs thousands of dollars.
- go to a final interview.

This is a multiple hurdle model of selection. As a candidate you will have to pass each hurdle before being allowed to continue to the next. If successful, you will be on probation for five years, undergo 12 weeks of classroom training and language training, and spend two or three years at an operations desk at head-quarters, before being transferred to the field under the guidance of a mentor.

(Source: Adapted from J. Sallot, "The Spy Masters' Talent Hunt Goes Public", The Globe and Mail A1, A10. Reprinted with permission of the Globe and Mail.)

Case Study Questions:

- Define** "Recruitment and Selection". **List out** four (04) objectives to conduct the above selection process to identify the intelligent Armed Spies. **(04 Marks)**
- What** criteria that are considered by the CSIS to apply for the post of Armed Spies in the Security services of the RCMP? **(04 Marks)**
- Do you think** Selection System used by CSIS is valid? Using your knowledge of validity rate each step in this process. **(06 Marks)**
- One reason CSIS went public was to increase representation of woman from 10% to target of 50%. Are there **any possible problems** with discrimination in this Selection System? Discuss. **(05 Marks)**

(Total 19 Marks)

Q2.

- a) Briefly **discuss** why it is important to integrate HRM Practices into the Business Strategy and objectives of an organization. **(05 Marks)**
- b) Briefly **explain** the Human Resource Planning Process of Banks in Sri Lanka. Why it is importance to other Human Resource Management Functions and Business Strategy of organization. **(07 Marks)**
- c) "Job Analysis is critical tool for the effective execution of other Human Resource Management activities". Briefly **describe** this statement with reference to any four (04) HRM activities of an organization. **(06 Marks)**
- d) "Training and Development are important Human Resource Management activities". **Differentiate** the Training from the Development. **(05 Marks)**

(Total 23 Marks)

Q3.

- a) "HRM is the use of several activities to ensure that human resource is managed effectively for the benefits of the individual, society and the business". What are the five (05) **differences** between Human Resource Management (HRM) and Personnel Management (PM)? **(05 Marks)**
- b) "Occupational Health and Safety is one of the main issues arising in modern organization". **Explain what is meant** by Occupational Health and Safety. **(04 Marks)**
- c) **What steps** that can be undertaken by the organization to reduce job related stress, injuries and conditions. **(06 Marks)**
- d) **Outline** the four (04) steps involved in developing a Total Compensations Package for the post of Sales Representative in an Insurance Company. **How** Compensation Strategy would be aligned with a Business Strategy of an organization? **(05 Marks)**

(Total 20 Marks)

Q4.

- a) **What** is Collective Bargaining? **Briefly discuss** its importance in settlement of industrial disputes. **(05 Marks)**
- b) **Differentiate** the Performance Appraisal from the Performance Management. **Briefly explain** any two (02) Modern Methods to appraise the performance of the employees in an organization. **(06 Marks)**
- c) **What** is On- the job training and Off- the job training? **How** does training helps employees to enhance merit and capacity of them in an organization? **(06 Marks)**
- d) **Outline** four (04) challenges faced by the Human Resource Manager of any modern business organization. **(04 Marks)**

(Total 21 Marks)

Q5.

- a) **Briefly explain** the five (05) reasons that organizations are having written Disciplinary Policies and Procedures. **(05 Marks)**
- b) **What** is the “Goal Orientation”? **How** can organization make sure that its Orientation Programme will be effective in new era of challenge? **(06 Marks)**
- c) **List down** five (05) factors that can cause conflict in teams and **briefly explain** the role played by Mediators in labour negotiations of an organization. **(06 Marks)**

(Total 17 Marks)