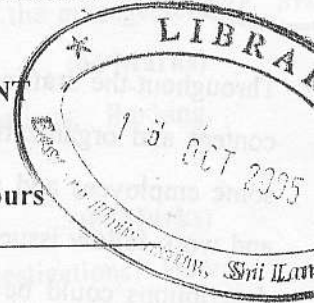


EASTERN UNIVERSITY SRI LANKA  
FACULTY OF COMMERCE AND MANAGEMENT  
PART II EXAMINATION IN BUSINESS ADMINISTRATION/COMMERCE 1998/99  
(EXTERNAL DEGREE) (MARCH 2005)

BBA/COM 302 HUMAN RESOURCE MANAGEMENT



Answers any five questions including question No.01

Time: 03 hours

01) Case study:

**Job Analysis at ABC Company Limited**

ABC with 2700 employees is a not-for profit organization that provides living and rehabilitative services for individuals with developmental disabilities. The parent corporation has operating entities in 18 states and several foreign countries. Dr. David CEO, and the Board of Directors identified the need for a coordinated compensation program because there were inconsistencies between locations and entities in administering wages, and all of the entities administered wages and salaries rather inadequately.

To build a foundation for developing a coordinated compensation program, Ravi Senior Vice-President of Human Resources, and a compensation committee of managers and executive directors from the affiliate entities identified the need to take a comprehensive look at all of the jobs was needed. Like many organizations, ABC had a small HR staff that was busy with many others HR activities. Consequently, Ravi gave responsibility for conducting the job analysis and preparing the job descriptions and specifications to Kelli, ABC Compensation and benefits manager.

Kelli developed an extensive 12-page job analysis questionnaire tailored to the various job functions common throughout ABC. Then questionnaires were distributed to all employees in all locations. In spite of grumbling from some employees about the length of the questionnaire, over 90% of the questionnaires were returned within the allotted period to the appropriate departmental and agency managers for review. They were then sent to Kelli and the HR staff. At the point, several HR interns from a local university began the arduous task of writing approximately 300 job descriptions and specifications.

Throughout the drafting of the job descriptions and specifications, questions arose about the content and organization of the jobs. Consequently, follow-up telephone interviews with some employees and managers had to be conducted. In addition, numerous organizational and work-flow issues were identified, and each of them had to be resolved before the job descriptions could be written correctly. Finally, a job-titling guide was developed by the compensation committee.

Once draft descriptions were available, Kelli coordinated their review by appropriate managers and team leaders. Then the drafts were finalized, reviewed by the compensation committee, and prepared for use in the development of the compensation system. The entire process of conducting the job analysis and developing finalized job descriptions and specifications took four months of intensive effort. The process of developing the compensation and performance appraisal systems took another nine months, and the refinement and implementation of all of the components of the "new and improved" HR activities took over a year. However, it was well worth all of the effort involved, because now ABC has a comprehensive and well-designed foundation for managing its HR activities.

### Questions

1. Discuss why job analysis was an essential part of ABC change process?.

(06 Marks)

2. Discuss how and why managerial and employee behavioral factors were important considerations in the case?.

(08 Marks)

3. As a Human Resource Management what will you do? Explain.

(10 Marks)

(24 Marks)

- 02.
- a) Explain what is Human Resource management and how it relates to the management process? (06 Marks)
  - b) Compare and contrast the following methods of job evaluations, Ranking, classifications, and factor comparison and point method. (07Marks)
  - c) Why it is important to conduct preemployment background investigations? How would you go about doing so? (06 Marks)
- 03.
- a) Briefly discuss and give example of at least five common interviewing mistakes. What recommendations would you give for avoiding these interviewing mistakes? (06 Marks)
  - b) Do you think job rotation is a good method to use for developing management trainees? Why or Why not? (06 Marks)
  - c) Differentiate Human Resource management from Personnel Management? (06 Marks)
- 04.
- a) Give four examples of when you would suggest using team or group incentive programs rather than individual incentive programs?. (06 Marks)
  - b) How do establish the payment system for the job of Accountant in an organization. Explain?. (06 Marks)
  - c) What steps should be followed to conduct formal disciplinary investigation in an organization?. (07 Marks)

05)

a) "The understanding of the external labour market is an important factor in human resources planning". Explain? (08 Marks)

b) What does it mean by "Grievance handling" Explain? (05Marks)

c) What are the factors to be considered to the recruitment of Executive Trainees to the state banks in Srilanka? (06Marks)

06)

a) Define the term "Labour Management Relations" and give reasons for its importance to individuals and organizations? (06Mark)

b) Describe different types of interviews, and the problems encountered in the implementation of these interviews? (07Marks)

c) You have been appointed as a Training Needs Analysis Officer to the North and East provincial council. What are the steps you will consider to the training needs analysis. Develop a short list? (06Marks)

07)

a) There are many ways for the evaluations of training programs. What are they? (04 Marks)

b) Differentiate between the followings

i. Job profile and Candidate profile

ii. Job enrichment and Job enlargement

iii. Job evaluation and Performance evaluation

iv. Halo effect and Horn effect

v. Strike and Picketing

(05 X 03 =15 Marks)

8) a) Discuss the circumstance in which appraisal can have negative or positive effects on employee morale

(04 Marks)

b) Write short note on the followings

- i. Total Quality Management
- ii. Empowerment
- iii. Collective bargaining process
- iv. Balance Score Card
- v. Yield ratio



(05 X 03 Marks)