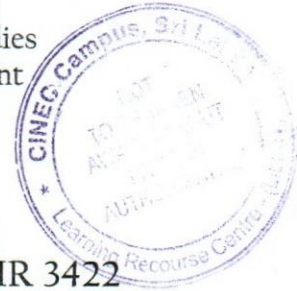


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Year 3 Semester I
SEMESTER END EXAMINATION
Strategic Performance Management - MGHR 3422

- This paper consists of EIGHT (08) questions on THREE (03) pages.
- Answer FIVE (05) questions including question 01.
- You may use appropriate graphs, diagrams, equation/s to prove or justify the answers.
- If you have any doubt as to the interpretation of the wording of a question, make your own decision, but clearly state it on the script.
- Write legibly.

Date: 2023.10.06

Pass mark: 40%

Time: 03 Hours

Question 01: (Compulsory)

Sophy is a highly talented worker at Olio Pvt Ltd, an Advertising company. Her consistent performance was notable until recently when her productivity began to decline noticeably. This shift in performance coincided with her facing personal family challenges, primarily involving the responsibility of single-handedly caring for her 9-month-old daughter. This situation placed her under considerable stress and impacted on her ability to balance work and personal life effectively. Frustrated by the diminishing quality of her work, Sophy decided to approach her immediate supervisor, Mr. Kevin, to discuss her circumstances and seek support. However, Mr. Kevin's initial response was rigid and focused solely on the declining performance. He failed to acknowledge the underlying challenges Sophy was facing and did not offer any solutions or assistance. Recognizing that the situation required more comprehensive attention, Mr. Kevin referred Sophy to the HR division. Consequently, Ms. Kate, the HR Manager of the company, took over the case to assess and address the situation in a more empathetic and strategic manner.

You as the HR Manager of Olio Pvt Ltd, explain the way you assess the situation and how you are going to support Sophy as well as Mr. Kevin. (20 Marks)

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Question 02

- a) Define performance. (05 Marks)
- b) "Performance management is a **continuous process** of identifying, measuring and developing the performance of individuals and teams and **aligning performance with the strategic goals of the organization.**" Explain the highlighted phrases in the definition. (05 Marks)
- c) Explain the importance of managing employee performance in an organization. (10 Marks)

Question 03

- a) Describe how the performance management process is linked to employee selection, training, and development. (10 Marks)
- b) Performance Management serves different purposes such as Strategic, Administrative, Informational, Developmental etc." providing examples discuss the different purposes served by performance management. (10 Marks)

Question 04

- a) Strategic performance management can be integrated in two ways such as vertical integration and horizontal integration. Explain your answer using examples. (10 Marks)
- b) Discuss the changing nature of Performance Management practices and the challenges in applying modern performance management practices. (10 Marks)

Question 05

- a) It is argued by many authors that "individuals tend to perform better when they are presented with objectives that are both specific and challenging, yet those are reachable. Explain this statement using examples. (10 Marks)

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- b) 'SMART' criteria are being used by many organizations as a guideline for developing performance goals. Develop two (02) performance goals (considering SMART criteria) for a Training & Development Manager. (10 Marks)

Question 06

You are the HR manager in a retail company. You want to implement a more objective performance evaluation system to assess the customer service skills of the staff in the customer service department accurately.

- a) Describe how you could use a Behaviorally Anchored Rating Scale (BARS) to evaluate your team's performance. (10 Marks)
- b) Discuss two (2) alternative approaches for BARS when measuring Performance. (10 Marks)

Question 07

You are a senior manager in a large IT consultancy firm, and one of your team members is struggling to meet project deadlines and seems demotivated.

- a) Explain the difference between coaching, counselling & mentoring. (06 Marks)
- b) You decide to use the GROW coaching model to help them improve their performance. Describe how you would apply the GROW model in this coaching scenario. (14 Marks)

Question 08

Write short notes on any four of the below. (20 Marks)

- 360-degree feedback
- Feedback expert system
- Formal performance review vs informal performance review
- Positive feedback vs constructive feedback
- Role profile
- Performance agreement

-----END OF THE QUESTION PAPER-----



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Year 3 Semester II

END SEMESTER EXAMINATION

Human Resource Counselling – MGHR3324

- This paper consists of EIGHT (08) questions on SEVEN (07) pages.
- Answer FIVE (05) Questions including Question No: 01.
- Only non-programmable calculators are allowed.
- You may use appropriate graphs, diagrams, equation/s to prove or justify the answers.
- If you have any doubt as to the interpretation of the wording of a question, make your own decision, but clearly state it on the script.

Date: 2023.10.05

Pass mark: 40%

Time: 03 Hours

Question 01: (Compulsory)

Sasi and Pinipa are Production Managers of a major computer assembling company. Sasi is a 38-year-old manager who has excellent qualifications and experience as a manager in the industry. However, she has been having lots of personal attacks from Pinipa over the past few years.

Pinipa is a 54-year-old manager who prides herself on the accuracy of her work. She has more experience than Sasi and has shown an autocratic style of leadership. Pinipa criticized Sasi at every opportunity that she got. Pinipa openly insults Sasi at meetings focusing on her lack of organization skills, poor communication, and poor writing skills.

Ashani, the Factory Manager, is known as a weak leader. She lacks knowledge of the expertise in her field but undermines other staff members' abilities. Pinipa always visits



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the Factory Manager and frequently stays in her office. The Factory Manager relies on the information given by Pinipa.

Recently due to the high pressure made by the Factory Manager, Sasi had to take over a managerial position in a new team in the same department. This team was already underperforming in the last 8 months. Moreover, some employees of that team are working against Sasi's leadership.

Sasi has noticed that Pinipa is always the first to start work and sits near the entrance of the building in the morning and evening to observe who is late and who leaves early. Such observations are highlighted by Pinipa at meetings. Sasi arrives a bit later than most of the workers since she has a daughter with a disability who needs to attend special classes at school. However, Pinipa's criticisms always targeted Sasi.

Ashani has held unplanned meetings with her production staff including Sasi and Pinipa recently. In the meeting, Pinipa loudly accused Sasi "Your team is totally dissatisfied with your performance as a manager, and you are responsible for all of the problems. Nobody respects you here".

Sasi was confused and worried by Pinipa's accusations. Immediately she said that I would try to improve my performance, work longer hours, and come on weekends to show the team that I am committed. This had little effect except making Sasi tired, irritable with her family, and having no time for her family. Pinipa and her team continued their personal attacks with humiliating and belittling comments on Sasi.

One day Factory Manager gave a lengthy document to Sasi outlining criticisms and shortcomings of her work performance over the last 12 months. Sasi was shocked by the



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unexpected happening. Due to mental stress, Sasi took sick leave from the next day onwards.

- (a) Discuss workplace bullying issues based on the case. (04 Marks)
- (b) Elaborate the relationship between employee counseling and Human Resource Management. (06 Marks)
- (c) Close co-workers of Sasi have suggested that Sasi speak with the company counselor. However, Sasi is hesitant and uncertain about this choice. As a close friend of Sasi, give her a brief overview of the counseling process and procedure. (04 Marks)
- (d) As the counselor, describe how Cognitive Behavioral therapy and Existential-Humanistic psychotherapy can be used to solve Sasi's problems. (06 Marks)

Question 02

You are a counselor working with diverse clients in a cooperative community counseling center. Understanding the counseling process is crucial for effective therapeutic outcomes. Please provide a comprehensive response to the following.

- (a) What is employee counseling? (02 Marks)
- (b) List out organizational factors and personal factors that cause maladjustments of employees. (04 Marks)
- (c) Define the counseling process. Explain its core components and stages. (05 Marks)
- (d) Discuss the importance of building a strong therapeutic alliance between the counselor and the client. What strategies can counselors employ to establish and maintain this alliance? (04 Marks)
- (e) Explain the SOLER counseling skill developed by Gerald Egan. (05 Marks)



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Question 03

Mark is a 27-year-old Accounting Manager in a multinational company. He got married to Sarah and they have been married for six years. Lately, they have been arguing a lot. So Mark has been spending more time at work. Sarah has threatened to leave him if he does not spend more time with her, but when they are together, they spend most of the time arguing, so he avoids her even more. Due to this, he has made a few mistakes at work and received a warning from his supervisor too. Since this problem is getting bigger his co-worker has advised him to meet their company counselor. The Counselor used person-centered, Behavioral therapy to solve Mark's concern.

- (a) What are the skills and qualities the counselor should have in order for the used counseling techniques to be effective? (05 Marks)
- (b) What are the counseling errors that could arise in this case? (05 Marks)
- (c) Differentiate between Counselor Centered Counseling and Counselee Centered Counseling. (05 Marks)
- (d) Explain why counselors should know about coaching, mediation, trauma management services, and practical information. Justify your answer by highlighting relevant facts in each area. (05 Marks)

Question 04

The type of counseling provided in a workplace may vary depending on the organization's needs, the size of the workforce, and the available resources. Employers often contract with external counseling providers or have in-house counselors to address the diverse needs of their employees.

- (a) What are the essential features of counseling (02 Marks)



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- (b) Compare and contrast the stances of counselors who work as if the organization doesn't exist and counselors who work as allies of the organization. (08 Marks)
- (c) List out the steps of the problem-solving plan. (04 Marks)
- (d) You are invited as the resource person to the employee counselors training program organized for the Apparel trade, Human Resource employees. You are supposed to deliver a speech on 'Common bad issues in the workplace which lead to emotional and physical breakdowns of employees'. Examine and draft your speech on the assigned topic. (06 Marks)

Question 05

Counseling, while a valuable and important profession, comes with its own set of challenges and issues. These can vary depending on the type of counseling, the setting, and the population being served.

- (a) Discuss how counseling can be harmful to the counselee and the counselor. (08 Marks)
- (b) Examine the preventative measures that a counselor could use to avoid burnout. (06 Marks)
- (c) You are an organizational counselor working with a client who has made significant progress in therapy and is now expressing a desire to terminate the counseling process. Discuss the key ethical and practical considerations you should keep in mind when deciding to terminate therapy with this client. (04 Marks)
- (d) Provide two real-life case studies (examples) of companies that practice employee counseling with an exclusive system in the organizational context. (02 Marks)



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Question 06

In today's dynamic and fast-paced work environments, effective counseling sessions play a crucial role in maintaining employee well-being and performance.

- (a) Define the Employee Assistant Program (EAP) and outline the importance of EAPs in the organizational context. (04 Marks)
- (b) Shiran is a Bank Manager at a reputed bank. And he has been addicted to liquor and smoking for 3 years now. Because of this addiction, he has missed many deadlines, wasted money, and is unable to treat his family. He has met the company counselor to solve these matters. The counselor has selected the behavioral approach to solve Shiran's problem. Do you believe the behavioral approach is the best method to resolve this problem? Justify your answer with the necessary steps to resolve Shiran's problem. (05 Marks)
- (c) Critically analyze the concepts of directive, non-directive, and cooperative counseling approaches in workplace counseling. Provide examples of situations where each approach might be most effective, and discuss the potential advantages and disadvantages of each approach. (07 Marks)
- (d) Explain the impact of effective counseling techniques on individuals' mental and emotional well-being. Link and outline your answers with specific examples. (04 Marks)

Question 07

Counseling therapies encompass a wide range of therapeutic approaches and techniques aimed at helping individuals overcome psychological, emotional, and behavioral challenges.

- (a) Explain Freud's structural model of the mind with relevant examples. (04 Marks)



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- (b) Discuss three (3) important psychoanalytic therapeutic techniques which can be used by the counselors. (06 Marks)
- (c) Critically evaluate Social Learning Theory with an example. (05 Marks)
- (d) Elaborate the key techniques used in the Behavioral therapy by the Counselors. (05 Marks)

Question 08

1. Discuss, why workplace counseling facilities should be promoted in private and public sector organizations in the Sri Lankan context. Your answer should be justified with appropriate examples. (04 Marks)
2. Write short notes on the below topics.
- (a) Process in Group Counselling (04 Marks)
- (b) Routine Stress Audits (04 Marks)
- (c) Desensitization approach (04 Marks)
- (d) Informal counseling Vs. Formal counseling (04 Marks)

-----END OF THE QUESTION PAPER-----

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Year 3 Semester I
END SEMESTER EXAMINATION
Human Resource Development - MGHR 3319

- This paper consists of EIGHT (08) questions on FOUR (04) pages.
- Answer FIVE (05) questions including question 01.
- You may use appropriate graphs, diagrams, equation/s to prove or justify the answers.
- If you have any doubt as to the interpretation of the wording of a question, make your own decision, but clearly state it on the script.
- Write legibly.

Date: 2023.10.04

Pass mark: 40%

Time: 03 Hours

Question 01: (Compulsory)

(a) Define the term "Human Resource Development" (05 Marks)

(b) "Diversity and inclusion" is a critical performance area in any organization. All employees should be valued and their inputs should be amalgamated to organizational performance.

Assume that you a learning and development manager and you may identify and discuss the application of the "diversity and inclusion" strategy by highlighting different aspects of diversity, diversity policy need, diversity performance evaluation aspects. (15 Marks)

Question 02

(a) Briefly explain and provide examples for the following deviant workplace behaviors;

- I. Production deviance
- II. Property deviance
- III. Political deviance
- IV. Personal aggression

(04*02 Marks)

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(b) Refer the following critical incident and answer the following question.

Kaushal is an accounting manager in the middle-level in your organization. He is very good within his functional area, but has been told that he will not be promoted further to the general manager position unless he learns how to manage people more effectively. When you speak with Kaushal's administrative assistant, she complaint about Kaushal's constant sarcasm and insincerity.

In speaking with Kaushal, yourself, it seems as if he is not really listening to you as you seek to discuss this issue with him. His facial expressions and body language come across as quite negative.

Question: Assume that you are the coach of Kaushal and present your strategies to lead him to the higher- level job position. (12 Marks)

Question 03

Write short notes on any four (04) selected topics mentioned below.

- a. Two factor theory on employee motivation
- b. The role of employee welfare on employee wellbeing
- c. Pay equity issues
- d. Leadership and influencing employee behavior
- e. Team Issues at work

(04*05 Marks)

Question 04

(a) Define the term "Training and development" (05 Marks)

(b) Briefly describe 05 training methods (15 Marks)

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Question 05

Assume that you are the in-charge of a training team. You going to conduct an assessment center activity day for some of the freshly joined employees in your company.

If you are referring Kirkpatrick's model for training evaluation, design a questioner for "reaction" level which reflects the immediate participants' reaction on the training programme. (20 Marks)

Question 06

Zara PLC is a fashion designing company located in Kurulubedda. The HR team has organized a training programme (one day) for its newly joined machine operators (Mos) and supervisors. The information on the programme is as follows;

- I. Participants: 10 Mos and 05 Supervisors
- II. Supportive staff: 03 HR executives, 01 Technical officer
- III. Trainers: 02 (Fee for each Rs. 100,000.00)
- IV. Food: Rs. 500.00 per head
- V. Training materials: Rs. 200.00 each
- VI. Location cost: Rs. 30000.00
- VII. Travelling allowance for each participant and staff (excluding the trainers): Rs. 1000.00
- VIII. Training evaluation survey cost: Rs. 100.00 per head
- IX. Individual daily Salary details: MO -Rs. 2000.00; Supervisor- Rs. 3000.00; HR executive-Rs. 3500.00; Technical officer-Rs. 3750.00
- X. Supervisors had a special activity session separately to the above programme which was cost Rs. 50000.00 on the second day. That was organized by an outsourced training company.

Calculate the training budget for each staff category and identify the individual training cost. (20 Marks)

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Question 07

Human resource managers always refer industry and international trends. Discuss five (05) such HR trends that you refer related to the training and development aspect in the field. (20 Marks)

Question 08

- (a) Define the term "Employee socialization" (05 Marks)
- (b) Identify five (05) benefits of employee orientation programmes (05 Marks)
- (c) Develop a sketch of an employee orientation programme for new employees in a soft toy manufacturing company which is exporting toys. (10 Marks)

-----END OF THE QUESTION PAPER-----



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Year 3 Semester I
END SEMESTER EXAMINATION
International Human Resource Strategy - MGHR 3421

- This paper consists of EIGHT (08) questions on THREE (03) pages.
- Answer FIVE (05) questions including question 01.
- You may use appropriate graphs, diagrams, equation/s to prove or justify the answers.
- If you have any doubt as to the interpretation of the wording of a question, make your own decision, but clearly state it on the script.
- Write legibly.

Date: 2023.10.02

Pass mark: 40%

Time: 03 Hours

Question 01: (Compulsory)

- (a) Define the term "International Human Resource Management" (04 Marks)
- (b) Describe the business internationalization strategies as per Bartlett and Ghoshal model. (16 Marks)

Question 02

- (a) Assume that you are in the employee selection panel for an international assignment. Briefly discuss the five (05) key selection criterion that you may consider there. (10 Marks)
- (b) Discuss the importance of "Gender and race Blind" selection strategy. (10 Marks)

Question 03

Write short notes on any four (04) selected topics mentioned below.

- a. Employee Voice platforms

- b. Role of trade unions in Sri Lanka
- c. Culture Shock Mitigation
- d. Repatriation process
- e. Best practices in International rewards (04*05 Marks=20 Marks)

Question 04

- (a) Design an international reward package which is suitable for an expatriate who is going abroad for a long run project. You may include the pay, allowances, taxes, welfare and other retirement benefits in the package. (10 Marks)
- (b) Briefly explain the balance-sheet approach (Home based approach) and the international headquarters approach of pay. (10 Marks)

Question 05

Design a corporate social responsibility programme highlighting the multiple stakeholders benefitted out from it. (20 Marks)

Question 06

- (a) List down five (05) key components included in a culture training programme. (05 Marks)
- (b) Briefly explain the stages of culture shock experienced by an expatriate. (15 Marks)

Question 07

- (a) Employee section will be successful upon the success of the employee recruitment effort.
Do you agree with the above statement? Justify your views reflecting your knowledge on the international recruitment methods. (10 Marks)
- (b) Assume that you are an entrepreneur who is seeking for a country for you to invest in a food and beverage manufacturing company. List down ten (10) criterion that you may consider in seeking for an ideal country for you to be successful in your decision. (10 Marks)

Question 08

(a) Refer the following national culture models (A Vs B) and point out the hybridization application upon the convergence and divergence.

Model A Vs Model B

- I. Seniority based promotion Vs Merit based promotions
 - II. Team based work Vs Individual work
 - III. View on the job: Family orientation Vs Individual orientation
 - IV. Benefits: Welfare Vs Basic Salary
 - V. Workaholic Vs Leisure lovers
 - VI. Slow performance evaluation Vs Frequent evaluation
 - VII. High Formalization Vs Less formalization
 - VIII. High level of employee participation Vs Low level of participation
 - IX. Highly feminine Vs Masculine culture values
 - X. High employee-oriented Vs result oriented concern (10 Marks)
- (b) Explain the Hofstad's national culture model with appropriate national examples. (10 Marks)

-----**END OF THE QUESTION PAPER**-----



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Year 3 Semester 1
End Semester Examination
Labour Law and Industrial Relations - MGHR 3223

- This paper consists of SEVEN (07) questions on THREE (03) pages.
- Answer FOUR (04) questions including question 01.
- Only non-programmable calculators are allowed.
- You may use appropriate graphs, diagrams, equation/s to prove or justify the answers.
- If you have any doubt as to the interpretation of the wording of a question, make your own decision, but clearly state it on the script.

Date: 2023.09.25

Pass mark: 40%

Time: 02 Hours

Question 01 (Compulsory)

The concept of Employer and Employee relations first originated from the Master and Servant relationship in England in early times. The initial judicial decisions related to Domestic employment.

In modern times, the situation is quite different.

- a) What are the main Three (03) sectors in Sri Lankan labour law? (05 Marks)
- b) Explain the key developments which have changed the nature of a contract of employment under following topics.
 - i. Trade Unionism and collective bargaining
 - ii. Labour legislation
 - iii. Labour courts with just and equitable jurisdiction (20 Marks)

Question 02

- a) Briefly explain the national standards of trade unionism in Sri Lanka. (05 Marks)



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- b) List down the parties who do not have rights to form or join trade unions as per section 20(2) of Trade Union Ordinance. (05 Marks)
- c) What is "Compulsory bargaining" ? (05 Marks)
- d) Briefly discuss the limitations to strike in Sri Lanka. (10 Marks)

Question 03

- a) Write down the characteristics of a valid employment contract. (10 Marks)
- b) Briefly describe the types of contract specifications in employment. (15 Marks)

Question 04

- a) Define the term "Industrial Dispute" as stated in the Industrial Dispute Act of Sri Lanka (05 Marks)
- b) Sketch the mechanism for settlement of industrial disputes under Industrial Dispute Act. (10 Marks)
- c) Explain the powers of commissioner and the minister vested under Industrial Dispute Act. (10 Marks)

Question 05

- a) Discuss the term "Misconduct" in the context of termination of employment under following sub topics: Definition, Types of misconduct, Burden of proof (12.5 Marks)
- b) Explain the provisions for "Liability" and "Non-Liability" under Workmen Compensation Ordinance. (12.5 Marks)



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Question 06

Write short notes of any 2 topics given below.

- a) Disciplinary Inquiry
- b) ILO
- c) Collective Bargaining & Collective Agreement
- d) Constructive Termination
- e) Workman
- f) Labour Tribunal

(2*12.5 Marks = 25 Marks)

Question 07

Explain the salient features of three (03) social security acts enacted in Sri Lanka in the context of Employment Law. (25 Marks)

-----END OF THE QUESTION PAPER-----