

IBS Campus

# Final Certificate Examination

Human Resource Management

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## Question 01

1. To achieve the objectives of an organization in a maximum way, to nationalize a more suitable and satisfactory human resource and use them efficiently and effectively is known as human resource management. Human resource management is a method of maximizing benefits from labor resources by integrating them with business strategies.
  
2.
  - i. A living resource.
  - ii. Increase value by training.
  - iii. Questions that can be done in groups.
  - iv. Being creative.
  - v. Behavior becomes complex and unpredictable.
  - vi. Being able to imagine and visualize.
  
3.
  - i. Employees constantly clash with the organization.
  - ii. Too much resignation.
  - iii. Focusing on something different outside of work.
  - iv. Decline in skills.
  - v. Poor motivation.
  
4. Organization is the management functions of assigning tasks, grouping tasks into departments and allocating resources to departments
  
5. Efficiency is getting maximum output from limited resources in achieving goals and objectives. Thus efficiency is, "Getting something right". Thus efficiency is related to deployment process. To what extent the organization has achieved the results achieved by its decisions, is explained through effectiveness. Accordingly, the effectiveness is "Doing the right thing" Thus effectiveness is a process related to output.

## Question 02

1. Job creation, also known as job designing, is the process of organizing and outlining the specific tasks, duties, and responsibilities associated with a job. Its main objective is to ensure that employee roles are clearly defined and aligned with organizational goals, which helps to improve work performance, increase job satisfaction, and boost overall productivity.
2. There are several craft techniques that a manager can use in creating jobs and they are scientific method, job enlargement, job fostering, job rotation, professional techniques and group techniques.
  - I. When considering the scientific method, it is a job creation method born out of scientific management. In scientific method, the primary objectives are to maximize the effectiveness of the organization by maximizing the efficiency of the client. The time, effort, cost, etc. required to perform the tasks are minimized as much as possible in this method and the scientific technique is used to get the maximum output. There is more emphasis on division of labor and specialization. Joblessness for the client, employees do not have a comprehensive understanding of the overall function of the organization and occurrence of mental problems can be recognized as some main drawbacks of the scientific method.
  - II. Job Enlargement is the enlarging the duties of a job by including new related duties or duties in addition to the duties included in a particular job. Job elaboration is the opposite of scientific technique. As the benefits of job enlargement technique followings can be represented. This method has the ability to reduce client's job unemployment or monotony and to highlight different skills as the client's responsibilities increase. In addition to those, job enlargement helps to increase the satisfaction of the employees. On the other hand, the disbenefits of these techniques are, If the job is described more than necessary, it can result the decrease of efficiency and effectiveness and productivity can be reduced.
  - III. During job fostering, giving more power to the client to plan and control their work can be seen. Job fostering consists of three main components, and they are job planning, working and controlling the job. Benefits of job fostering are, increase of the status and recognition of the client, increase of employee productivity and occurrence of client motivation. Downsides of employment fostering are reluctance of employees to take on more responsibilities and less experience and inadequate education.
  - IV. Job rotation is another craft technique that a manager can use in creating job and it refers to shifting the client between different jobs without restricting him or her entirely to performing a specific job. This is a job design method as well as an employee training technique where there is no actual (internal) changing of jobs but only transfer of clients between different jobs.

Advantages of job rotation are, the expansion of the competence of the client, The client's self-image grows by being able to acquire various knowledge and skills about performing various jobs and the client gets rid of work uniformity. Disadvantages of job rotation are obstruction to specialization and cost escalation

- V. Professional techniques is meant to create jobs according to specific recognized occupations such as accountant and engineer. As professional specialists have the necessary skills to perform the work related to the profession through relevant education and training, he or she expects less supervision in getting the work done. In this case, the client may be more inclined to fulfill professional goals than to fulfill the purpose of the employer.
- VI. Group technique attempts to create jobs to be performed by groups. When the job is created for a specific group of clients, the job will not be an individual job but a group job. Teamwork has been found to increase job satisfaction and reduce labor turnover.
- 3. According to Gary Dessler, job analysis is the process of determining the duties, responsibilities, and skill requirements associated with a specific job, as well as identifying the type of person who is most suitable to perform that job effectively. It involves collecting detailed information about what the job entails and the qualifications, such as education, experience, and personal traits, needed to carry it out successfully. This process serves as a foundation for creating job descriptions and job specifications and is essential for making informed decisions in areas like recruitment, selection, training, and performance management.
- 4.
  - I. A job specification describes the person (job holder). It is a written record of the qualifications, experience, skills and other personal qualities required of an employee to perform a specific job. It contains education, required qualifications, experience, training, skills, attitude and motivation, initial charge and analysis, decision-making ability and so forth.
  - II. A job description is a document that includes job duties, responsibilities, reporting relationships, job status and supervisory responsibility. It is a result of job analysis. Job description is composed of job title, location, summary of duties, detailed statement of work to be performed, equipment, tools and machinery to be used, relationship to other higher positions and so on.

## Question 03

1. Manpower planning, also called human resource planning or personnel planning, is defined as the process of getting the right number of qualified people in the right job at the right time. This refers to the method of matching the internal (current) and external (to be recruited or recruited) supply of personnel with the job opportunities expected to arise within the organization within a given time frame.
2. The long-term success of an organization depends on having the right people, in the right job, at the right time. The strategies employed by the organization to achieve this objective will be successful only if people with the appropriate skills, competencies and passions are available to implement those strategies. Problems may arise. Hence, manpower planning is a preparation for the future. There is a certain period of time between identifying the need to fill a vacancy and finding a qualified and suitable person for that need. In fact, it is difficult to find a suitable person overnight. Therefore, human resource planning, planning based on the job analysis related to those positions to fill the expected job opportunities in the future.
3. Recruitment is the process involved in finding and obtaining a number of qualified candidates so that the organization can select the most suitable people to fill its employment needs. Recruitment is the process of directing a group of qualified applicants towards the organization's openings.
4. Attraction plays a vital role in personnel management because the overall quality of an organization's human resources largely depends on the quality of individuals it can attract as job applicants. When an organization fails to attract skilled, experienced, and capable individuals, it risks building a weak workforce.  
The recruitment process, which is centered on attracting suitable candidates, serves as the starting point for several other HR functions such as selection, placement, training, and employee development. If attraction is ineffective, these downstream HR activities may not succeed due to a limited pool of candidates.  
In this sense, attraction is not just an initial step but a critical and strategic function in ensuring the organization secures and retains top-performing talent.
5. Yes, promoting it internally can be highly beneficial, though it should be balanced with external recruitment.

### **Advantages:**

- Boosts employee morale by creating a sense of job security and recognition.
- Attracts individuals who are motivated by career advancement opportunities.
- Makes it easier to retain the best internal talent.
- Encourages motivation and loyalty among employees.

- Reduces recruitment costs, as external advertising and onboarding expenses are minimized.
- Supports healthy labor relations within the organization.

**Disadvantages:**

- Limits the inflow of new ideas, innovation, and fresh perspectives.
- Reduces the chances of selecting the most suitable candidate from a broader, more competitive external pool.
- May allow outdated practices or mindsets ("old blood") to continue dominating.
- Promotes individuals who imitate prior leadership styles, potentially restricting creativity and change.
- Internal candidates may lack specialized expertise, making internal recruitment costly in roles that require intensive training (e.g., doctors, IT professionals, accountants).

While internal promotions offer several benefits like cost savings and higher retention, over-reliance may weaken innovation. A **balanced approach** that combines both internal advancement and external hiring is often the most effective.

## Question 04

1. Selection can be defined as the systematic process of choosing the most suitable persons to fill the relevant vacancies by using scientific methods from among the pool of attracted applicants. It aims to ensure that the individuals selected not only meet the job requirements but also align with the organization's culture and long-term objectives, contributing positively to overall performance.
2. If the right people are not selected for the respective jobs, the organization will have to face severe difficulties in the future. Often the organization may fail and close down. The selection process directly affects the quality of the human resources of the organization. If a wrong person is hired for the job, there are many negative consequences, expected job productivity is not generated as long as one is in the organization, choosing the most suitable person and losing the expected contribution to the organization from him or her, disadvantages and costs incurred during the employment of the individual, costs incurred for the placement and training of the client are wasted or not properly utilized, costs of redressal of grievances arising out of decision of removal, disadvantages and costs incurred during the employment of the individual, costs incurred for the placement and training of the client are wasted or not properly utilized, and costs of redressal of grievances arising out of decision of removal and having to incur separate costs to replace a suitable new client.

Above-mentioned risks are created when a wrong person is hired for the job. Therefore, it can be understood that the selection for an organization is highly fundamental and crucial. It enriches the future of the organization.

3.
  - I. Following are the advantages of applications as a method of selection. Easy to compare applicants, being able to check handwriting, spelling, etc. if essential for a particular job, assists in processing personal files of selected applicants and it is a guide for interviews. Additionally, it is proven by research to be a good method in terms of validity.
  - II. Not being able to see the candidate in person does not give the opportunity to evaluate on factors such as appearance, behavior, language style etc and It will take considerable time, effort and expense to prepare applications for various jobs with relevant question marks can be given as the disadvantages of applications.
4. The "Buddy System" typically refers to assigning a current employee (buddy) to help a newcomer adjust to the workplace. Advantages of this system as follows. It eases the new employee's adjustment encourages quicker integration and learning. Some disadvantages are effectiveness depends on the buddy's attitude and communication and this system may reinforce existing biases or misinformation if not managed properly.

5. **Induction** is a formal and structured process designed to introduce newly hired employees to the organization's environment. This includes familiarizing them with the company's mission, vision, values, policies, procedures, and workplace culture. It also involves helping new employees understand their specific job roles, responsibilities, reporting relationships, and team dynamics. The main goal of induction is to ensure that new recruits feel welcomed, confident, and informed so they can adjust smoothly to their new roles. A well-planned induction helps reduce early anxiety, fosters a sense of belonging, and builds the foundation for long-term engagement and retention within the organization.
6. The importance of induction in an organization lies in its ability to set the right tone for a new employee's experience from the beginning. A proper induction program allows employees to understand the structure, expectations, and norms of the workplace, which helps them settle in faster and reduces initial confusion or nervousness. It boosts their confidence, making them feel supported and valued. Moreover, a well-executed induction leaves a strong first impression, increasing the chances of employee loyalty and long-term retention. It also helps new employees become productive more quickly and blend more effectively with their teams, ultimately enhancing overall organizational performance.

## Question 05

1. Performance evaluation is the process of observing and reporting how successfully the client is performing his job. Job evaluation can be defined as the process of systematically evaluating an individual's performance of a specific job over a specified period of time, adding value to its effectiveness and providing feedback to the job holder.
2. Reward management is the systematic approach used to design and implement compensation systems that are fair, competitive, and motivating for employees. It involves offering appropriate rewards based on an employee's performance, job responsibilities, and overall contribution to the organization. The aim is to ensure that compensation structures are consistent with both individual achievements and the organization's strategic objectives.
3.
  - I. Reward can be defined as the payment received or paid in the form of wages or salary for employment.
  - II. From the client's point of view, reward is a rightful gain or income. Reward is a payment or an expense from the employer's point of view. In this chapter motives are considered as an expense or cost from the employer's or organization's point of view.
4.
  - I. Wages –
    - a. Reward paid on time regardless of units produced.
    - b. Usually paid for production office workers.
    - c. Performance measurement pays for
    - d. hard jobs. E.g.: - Employee Management, Employment
    - e. Often paid on a weekly or monthly basis.
    - f. Often accounted for as an administrative expense in the profit and loss account.
  - I. Salary –
    - a. Reward given based on the number of units produced.
    - b. Usually paid for production servers.
    - c. Pays for jobs whose performance can be measured precisely. E.g.: - Production worker jobs
    - d. Often paid on a daily or hourly basis.
    - e. Often accounted for as an expense in the product account.

5. General grievances arising in the organization such as salary, expatriation, promotion, transfer, workload, fatigue etc. Main reasons for them are terms of agreement, working conditions, unsatisfactory wages, poor supervisors, scarcity of opportunities to participate in management, irresponsible employees, interpersonal issues, communication deficiencies, environment of mistrust and lack of admiration, improper human resource management policies, organizational culture and macro impact, and incapacity of employee.