



FINAL CERTIFICATE EXAMINATION

Human Resource Management

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Question 1

i. What is Human Resource Management? (4 marks)

To achieve the objectives of an organization in the most effective and productive manner, human resource management refers to the process of acquiring, developing, and utilizing a more suitable and satisfactory workforce. It involves nationalizing or aligning the right human resources to organizational needs and ensuring they are used efficiently and effectively across all functions. Human Resource Management is a strategic method of maximizing the benefits gained from labor resources by integrating HR practices such as recruitment, training, development, and retention with overall business strategies to drive long-term success.

ii. What are the distinctive features of Human Resource Management? (4 marks)

- It treats people as a living, creative, and developable resource.
- Human behavior is complex and unpredictable.
- HRM aims at group performance.
- Human value increases through training.

iii. What are the consequences of poor manpower planning? (4 marks)

- Frequent employee clashes with the organization.
- High resignation rates.
- Employees losing focus or becoming disengaged.
- Decline in skills and poor motivation.

iv. What is an organization? (3 marks)

An organization is formed through the management functions of assigning specific tasks to individuals, grouping related tasks into departments or units, and allocating appropriate resources such as manpower, materials, and finances to each department. This structured process enables the organization to operate efficiently, coordinate activities effectively, and work collectively toward achieving its overall goals and objectives.

v. Efficiency and effectiveness are two conflicting concepts. Explain briefly. (5 marks)

Efficiency means achieving the highest possible output with the least amount of input, often described as "doing things right." It emphasizes the optimal use of time, effort, and resources to complete tasks with minimal waste.

Effectiveness, on the other hand, refers to the degree to which desired goals or outcomes are achieved, commonly known as "doing the right things." It focuses more on end results rather than the process itself.

- While efficiency is process-oriented, effectiveness is goal-oriented, and both are essential in organizational performance.
- However, these two concepts can sometimes be in conflict a task can be completed very efficiently without contributing meaningfully to the organization's overall objectives, thus lacking effectiveness.
- Therefore, a successful organization must strive to balance both efficiency and effectiveness to ensure that resources are used wisely while also achieving the intended goals.

Question 2

i. Define “Job Creation”. (4 marks)

Job creation, or job designing, refers to the process of structuring jobs by defining their tasks, duties, and responsibilities. It aims to align employee roles with organizational goals, enhancing performance, satisfaction, and productivity.

ii. What are the craft techniques that a manager can use in creating jobs? What are the relative advantages and disadvantages of each craftsman’s method? (6 marks)

Scientific Method

This technique is a job creation method born out of scientific management. Here the primary objectives are to maximize the effectiveness of the organization by maximizing the efficiency of the client.

In this technique, the time, effort, cost, etc. required to perform the tasks are minimized as much as possible and the scientific technique is used to get the maximum output. There is more emphasis on division of labor and specialization.

Advantages:

- Time, effort, and cost are minimized using scientific techniques.
- Emphasizes division of labor and specialization.

Disadvantages:

- Joblessness for the client.
- Employees do not have a comprehensive understanding of the overall function of the organization.

Job Enlargement

Enlarging the duties of a job by including new related duties or duties in addition to the duties included in a particular job is called job enlargement.

Job elaboration or job elaboration is the opposite of scientific technique.

Advantages:

- Can reduce client's job unemployment or monotony.
- Employee satisfaction increases.

Disadvantages:

- If the job is described more than necessary, efficiency and effectiveness will decrease.
- Productivity decreases.

Job Fostering (Job Enrichment)

Giving more power to the client to plan and control their work is job enrichment. Job Fostering consists of three main components:

- Job planning
- Working
- Controlling the job

Advantages:

- The status and recognition of the client increases.
- Client motivation occurs.

Disadvantages:

- Reluctance of employees to take on more responsibilities.
- Less experience and inadequate education.

Job Rotation

Job rotation 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) change of jobs but only transfer of clients between different jobs.

Advantages:

- The competence of the client expands.
- The client gets rid of work uniformity.

Disadvantages:

- Obstruction to specialization.
- Cost escalation.

Professional techniques

Vocational technique is meant to create jobs according to specific recognized occupations.

Eg: Lawyer, Engineer

Advantages:

- He or she expects less supervision in getting the work done.
- Has the necessary skills through relevant education and training.

Disadvantages:

- The client may be more inclined to fulfill professional goals than to fulfill the purpose of the employer.
- No additional disadvantages were explicitly listed in the document.

Group technique

Group engineering 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.

Advantages:

- Teamwork has been found to increase job satisfaction.
- Reduces labor turnover.

Disadvantages:

- No explicit disadvantages listed in the document, but lack of individual accountability can be implied.

iii. What is meant by “Job Analysis” as a management function of the HRM? (4 marks)

Job analysis is the process of determining the specific duties, responsibilities, and skill requirements of a particular job, as well as identifying the type of person best suited to perform it. This process provides essential information used in preparing job descriptions and job specifications, which support recruitment, selection, training, and performance evaluation. By clearly defining what a job involves and the qualifications needed, job analysis helps ensure that the right candidates are hired and placed in roles where they can succeed.

iv. Explain the difference between a job description and a job specification. (6 marks)

A **job description** is a formal document that clearly outlines the job duties, key responsibilities, reporting relationships, job status, and supervisory roles associated with a specific position. It is typically developed as a result of a detailed job analysis and serves as a foundation for recruitment, evaluation, and performance management.

A **job specification**, on the other hand, defines the characteristics and qualifications of the person required to perform the job. It is a written statement that includes the necessary educational background, work experience, technical skills, competencies, and other personal attributes essential for successful job performance.

Together, they help in recruitment, selection, and performance management by clearly defining job expectations and candidate requirements.

Question 3

i. What is “Manpower Planning”? (3 marks)

Manpower planning, also known as human resource planning or personnel planning, is the process of ensuring that the right number of qualified people are available in the right job at the right time. It involves aligning the internal (current) and external (to be recruited) supply of personnel with the job opportunities that are expected to emerge within the organization during a specific time frame.

ii. Explain the importance of manpower planning. (3 marks)

1. Ensuring maximum utilization of available human resources.
 - a. Obtaining and maintaining human resource in required quality and quantity
 - b. The organization should reap maximum benefits from its human resources.
2. Expression of future needs.
 - a. To assess the surplus and shortage of human resource
3. To comply with changes.
 - a. Changes in competitive forces, market, technology, products and government regulations
4. Assist in recruitment and selection.
 - a. Reduction of employee turnover through effective human resource planning.

iii. What does relative attraction mean? (3 marks)

Relative attraction refers to how appealing a particular job or organization is in comparison to others, based on factors such as salary, job security, working conditions, career growth opportunities, organizational image, and benefits. The more attractive these factors are, the higher the possibility of drawing in qualified candidates.

iv. Explain the statement “Attraction is a very important personnel management function.” (5 marks)

Attraction is a very important personnel management function” because the overall quality of human resources in an organization is directly influenced by the caliber of job applicants it is able to attract. If an organization fails to draw in skilled, experienced, and suitable individuals, it will struggle to build an effective workforce.

Therefore, the recruitment function which involves attracting potential candidates is crucial in personnel management. It serves as the foundation for other HR activities such as selection, placement, training, and development. Without effective attraction, these subsequent HR processes may not succeed, as they depend on having a strong pool of applicants to choose from.

In essence, many personnel management functions revolve around recruitment, making attraction one of the most strategic and essential elements in acquiring and retaining top talent

v. Do you agree with the statement “It is more appropriate to fill vacancies in an organization through promotion from within?” Explain. (6 marks)

Advantages

- Builds employee morale (by creating a sense of security in the employee)
- Attracts people seeking career advancement
- Conversion Easier to retain the most suitable servers
- Causes motivation of clients.
- It costs relatively less to attract and hire from outside.
- Helps maintain good labor relations.

Disadvantages

- Prevents entry of new knowledge and skills into the organization.
- There is little or no chance of hiring the most suitable candidate from a large pool of applicants.
- "Old blood" continues to exist in the institution. Clients who emulate previous bosses get promoted.
- "Creative" is not present in the organization. "Creative" is essential, especially in a dynamic organization.
- Jobs that require advanced knowledge and training (eg, accountants, doctors, computer specialists, etc.) involve relatively high costs of training and development if recruited internally.

However, it may limit the inflow of fresh ideas and specialized expertise. Thus, while internal promotions are beneficial, they should be balanced with external hiring when needed.

Question 4

i. What is “Selection”? (3 marks)

Selection is the process of choosing the most suitable candidate from a group of applicants using structured and scientific methods. It involves identifying individuals who best match the job requirements.

ii. Describe the importance of selection for an organization. (3 marks)

Selection is vital because it directly impacts the quality of the workforce. Hiring the wrong person can lead to low productivity, increased costs, and potential harm to organizational reputation. Effective selection ensures long-term performance and stability.

iii. State the advantages and disadvantages of using applications as a selection method. (3 marks)

Advantages:

- 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.
- It is a guide for interviews.
- Proven by research to be a good method in terms of validity.

Disadvantages:

- 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.
- It will take considerable time, effort and expense to prepare applications for various jobs with relevant question marks.

iv. What is the “Buddy system”? Describe its advantages and disadvantages. (3 marks)

The "Buddy System" typically refers to assigning a current employee (buddy) to help a newcomer adjust to the workplace.

Advantages:

- Eases the new employee's adjustment.
- Encourages quicker integration and learning.

Disadvantages:

- Effectiveness depends on the buddy's attitude and communication.

May reinforce existing biases or misinformation if not managed properly.

v. What is meant by “Induction”? (4 marks)

Induction is the structured process of introducing newly recruited employees to the organization's environment, including its mission, vision, values, policies, and procedures. It also involves familiarizing them with their specific job roles, expected responsibilities, immediate team members, and reporting hierarchy. The purpose of induction is to ensure that the employee feels welcomed, supported, and well-informed, enabling them to adjust smoothly, perform confidently, and contribute productively from the beginning. A good induction also helps reduce initial anxiety, builds a sense of belonging, and lays the foundation for long-term employee engagement and retention.

vi. Explain the importance of Induction for an organization. (4 marks)

Induction is a vital function in human resource management because it sets the tone for a new employee's journey in the organization. A well-organized induction program helps new recruits become familiar with the organization's structure, culture, rules, and job expectations.

- It **helps new employees settle in quickly** by introducing them to their roles, colleagues, and the work environment, reducing confusion and nervousness in the early days.
- Induction **builds the employee's confidence**, allowing them to feel welcomed and supported, which in turn reduces early-stage stress or anxiety.
- A smooth induction process creates a **positive first impression**, which strengthens the employee's sense of belonging and increases the likelihood that they will remain with the organization long-term.
- It also **accelerates the learning curve**, enabling new employees to reach full productivity faster and integrate better with the team, ultimately contributing to improved organizational performance.

Question 5

i. What is “Performance Evaluation”? Explain its relevance to an organization. (4 marks)

Performance evaluation is the formal process of assessing how well an employee has carried out their job responsibilities over a specific period. It helps identify strengths, areas for improvement, and sets the stage for feedback and development.

Relevance: It assists in decision-making related to promotions, salary adjustments, training needs, and overall employee development. Regular evaluations also help align individual efforts with organizational goals.

ii. What is “Reward Management”? (3 marks)

Reward management refers to the strategy and process of providing fair, competitive, and motivating compensation to employees based on their contributions and job value. It ensures that pay structures are aligned with performance and organizational goals.

iii. Explain the concept of “Rewards”. (3 marks)

Rewards are the financial or non-financial benefits that employees receive in exchange for their work. These include wages, salaries, bonuses, and benefits. From the employee's view, it's earned income; from the employer's side, it's an operating expense intended to motivate and retain talent.

- 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.

iv. Explain the difference between wages and salaries. (5 marks)

Salary	Wage
Reward paid on time regardless of units produced.	Reward given based on the number of units produced.
Usually paid for production office workers.	Usually paid for production servers.
Performance measurement pays for hard jobs. Eg: Employee Management, Employment	Pays for jobs whose performance can be measured precisely. Eg: Production worker jobs
Often paid on a weekly or monthly basis.	Often paid on a daily or hourly basis.
Often accounted for as an administrative expense in the profit and loss account.	Often accounted for as an expense in the product account.

v. Mention the main reasons for grievances in an organization. (5 marks)

Grievances in an organization can arise due to common issues like salary, transfers, promotions, workload, and fatigue.

- One major cause is dissatisfaction with the terms of agreement and working conditions provided to employees.
- Factors such as unsatisfactory wages, poor supervision, and lack of involvement in management decisions contribute significantly to employee frustration.
- Additional reasons include communication breakdowns, interpersonal conflicts, irresponsible coworkers, and a general lack of trust and respect in the workplace.
- Grievances may also stem from flawed HR policies, negative organizational culture, or the employee's own inability to perform their duties effectively.