



**UNIVERSITY OF MORATUWA**

Faculty of Engineering

B. Sc. (Honours) Degree in Engineering

Level 4 – Semester 8 Examination

**MN 4122 – Human Resource Management & Industrial Relations**

Time allowed: Two (02) Hours

July 2024

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**INSTRUCTIONS TO CANDIDATES:**

This paper contains Five (05) questions on Five (04) pages.

Answer **FOUR (04)** questions including Question No. 1  
Question No. 1 is **COMPULSORY**

The maximum marks attainable are indicated in square brackets under each question.

The total mark attainable for this examination paper is 100.

This is a closed-book examination.

This examination accounts for 70% of the module assessment for MN 4122.

If you have any doubt as to the interpretation of the wording of a question, make your own assumptions, but clearly state it on the answer script.

**Question No. 1**

Questions a, b, c, and d of question no. 1 are based on the following Employee Complaints Log belonging to a division for employee grievance handling.

**Employee Complaints Log - 2024**

Complaint No.	Complainant's Name	Gender M/F	Age (Y)	Place of Work	Job Status	Date of Appointment dd/mm/yyyy	Work Shift	Total Monthly Earnings (Rs.)
1	Anil	M	15	Shop	Shift	1/1/2010	9am-1pm	80,000
2	Bela	F	20	Restaurant	Permanent	2/5/2000	9am-6pm	126,000
3	Coop	M	16	Office	Temporary	1/1/2019	1pm-6pm	88,000
4	Dini	F	17	Residential Hotel	Contract	5/5/2000	10pm-2am	110,000
5	Enol	M	20	Hotel	Permanent	2/5/2020	9am-6pm	120,000
6	Ford	M	14	Hotel	Contract	1/1/2010	4pm-6pm	75,000
7	Gana	F	18	Shop	Contract	5/8/2021	4pm-8pm	115,000
8	Ham	M	17	Restaurant	Shift	5/10/2022	6pm-10pm	111,000
9	Isha	F	22	Office	Shift	2/5/2021	6pm-10pm	150,000
10	Jeno	M	17	Office	Temporary	1/7/2022	8pm-1am	113,000

**Note:** You are allowed to make assumptions where necessary

- Some of the above-mentioned employee complaints are related to illegal work shifts. What are the illegal work shifts, and why are they illegal as per the Shop and Office Employees Act No. 19 of 1954? [10 Marks]
- A few of the above-mentioned employee complaints are over union membership rejections. Briefly explain such cases, including the underlying reason(s), in accordance with the provisions of Trade Unions Ordinance No. 14 of 1935. [05 Marks]
- Complaints No. 7 and 9 are related to the employee provident fund (EPF) contributions. Calculate their monthly employer and employee EPF contributions if they are eligible for EPF memberships under the EPF Act No. 15 of 1958. [05 Marks]
- Complaints No. 2 and 5 are related to the non-payment of gratuity as of today following their resignation with effect from 1<sup>st</sup> of March 2024. Briefly explain the legal basis behind their complaints as per the Payment of Gratuity Act No. 12 of 1983. [05 Marks]

**[Total 25 Marks]**

**Question No. 2**

- a. “The HR function of any organization is a blueprint of the type of psychological contract between employer and employees.” Briefly explain your opinion on the statement. [05 Marks]
- b. The knowledge, skills, abilities, and other characteristics (KSAOs) model is often used as an assessment tool to match employee traits and competencies with job requirements. Illustrate the complete KSAOs model for the exact professional designation you are planning to embark on after graduating from your chosen engineering discipline. [10 Marks]
- c. The biggest barrier to the reinvention of business processes in the dynamic business world is inertia (inertia is a tendency to do nothing or to remain unchanged). How can modern HR practitioners address this issue? Critically discuss using an appropriate model for HR roles. [10 Marks]

**[Total 25 Marks]****Question No. 3**

- a. Attracting the right pool of candidates is imperative for effective hiring. Briefly explain the role of employee value proposition (EVP) with real world examples. [05 Marks]
- b. Milano (Private) Limited is an established construction engineering firm with 800 employees. The firm’s board of directors (BOD) has overseen the fact that they need a new chief executive officer (CEO) in five years due to the retirement of the current CEO. The BOD consists of three well-experienced business professionals, namely A, B, and C, and their views on this issue are as follows:
- A:** Professional outsourcing is the most feasible solution for the upcoming CEO position.
- B:** Succession planning is the safest solution to fill the CEO position in five years.
- C:** The direct hiring of a qualified professional for the CEO position in five years is the most advantageous solution.

Critically analyze the above views in order to make the right decision for the company.

[10 Marks]

- c. Assume that the board of directors of Milano Private Limited has ultimately decided to hire a well-qualified professional for the post of CEO through a rigorous selection process. Propose an appropriate selection process that can filter out the most suitable person for the post of CEO in this organization. [10 Marks]

**[Total 25 Marks]**

**Question No. 4**

- a. It is universally accepted that employee performance is not just the achievement of targets because it only measures the output. Briefly explain your opinion on the statement. [05 Marks]
- b. Performance appraisal is not performance management, but there is a strong link between performance appraisal and performance management. Briefly describe your opinion with the necessary illustration(s). [10 Marks]
- c. Human resource development (HRD) is a strategic investment throughout the life of any competitive organization that badly requires a formal mechanism for learning evaluation. Critically analyze the importance of learning evaluation in HRD investments by referring to the Kirkpatrick model applicable to any engineering training of your choice. [10 Marks]

**[Total 25 Marks]****Question No. 5**

- a. There is a universal agreement that employee reward systems are to be contextual, which is an imperative for effective reward management. What is your opinion in both intra-organizational and inter-organizational contexts? [05 Marks]
- b. The workforce in engineering firms, regardless of their industry, is more susceptible to numerous workplace hazards that negatively affect overall firm performance. How can health and safety risk assessments be conducted as a preventive approach to workplace hazards in your chosen field of engineering? [10 Marks]
- c. The aim of sustainable engineering is not economic development at the cost of people and the environment. As a future engineer in your chosen specialty, propose at least three green HR practices that can foster sustainable waste management. [10 Marks]

**[Total 25 Marks]*****End of the paper.***