



GENERAL SIR JOHN KOTELAWALA DEFENCE UNIVERSITY
Faculty of Engineering

B.Sc. Engineering Degree Programmes
Semester 7 Examination – August 2025
(Intake 39)

MF 4112 HUMAN RESOURCE MANAGEMENT AND INDUSTRIAL RELATIONS

Time allowed: 2 Hours

01 August 2025

ADDITIONAL MATERIAL PROVIDED

None

INSTRUCTIONS TO CANDIDATES

This paper contains **FIVE (05)** questions on **FIVE (05)** pages.

Answer **FOUR (04)** questions including Question 1.

QUESTION 1 IS COMPULSORY.

This is a closed-book examination.

This examination accounts for 70% of the module assessment. The marks assigned for each question and parts thereof are indicated in square brackets.

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

All examinations are conducted under the rules and regulations of the KDU.

DETAILS OF ASSESSMENT

Learning Outcome (LO)	Questions that assess LO	Marks allocated Out of 125
LO1, LO4	Q1	25
LO2, LO3	Q2	25
LO2, LO3	Q3	25
LO5	Q4	25
LO6	Q5	25

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Question 1 (Compulsory)

Questions **a**, **b**, **c**, and **d** are based on the shift workers' database shown in Table 1. Assumptions should only be made if necessary and must be clearly stated.

Table 1: Shift Workers' Database as at 31st December 2024

Employee ID	M205	M206	M207	M208	M209	M210	M211
Age (Years)	42	40	25	17	16	18	17
Gender (M/F)	F	M	F	F	M	F	M
Worker Category	Back Office	Back Office	Front Office	Front Office	Charity Division	Restaurant	Delivery
Tenure (Years)	15	12	4	1	0	1	0
Working Days per Week	Monday to Friday	Monday to Friday	Friday	Saturday	Friday	Sunday & Friday	Saturday & Sunday
Working Hours	8 am – 5 pm	6 pm – 6 am	9 am – 6 pm	6 am – 4 pm	3 pm – 7 pm	6 pm – 6 am	5 pm – 2 am
Daily Wage (Rs.)	2,400	4,000	2,400	2,400	1,200	4,000	4,000

- (a) The Shop and Office Employees Act No. 19 of 1954 establishes key statutory regulations governing employee work schedules in Sri Lanka. Assume that employees from M205 to M211 have each been assigned seven distinct work shifts across one calendar week. Critically examine the legality of this scheduling arrangement with reference to the relevant provisions of the Act. [10]
- (b) Employees have raised concerns about monthly overtime payments. Calculate the monthly overtime payment for each eligible employee by analyzing their overtime hours in accordance with legal standards and fair payroll practices. [05]
- (c) How should Gratuity payments be handled for employee "M207" in the event of total incapacitation caused by an accident while arriving at work? [05]
- (d) Discuss the legal provisions governing EPF and ETF contributions for employee "M205" with reference to eligibility criteria for EPF and ETF coverage and the monthly contribution amounts payable by both employer and employee. [05]

[Total Marks 25]

Question 2

- (a) "Human capital is the most critical resource in any business". Briefly explain your perspective on this statement. [05]
- (b) There is an ongoing debate regarding concerns of strategic HRM versus ethical HRM. Explain how modern Human Resource Management balances strategic business objectives with ethical considerations to ensure organizational success and employee well-being. [10]
- (c) Emotional Intelligence (EI) is widely recognized as a vital competency for HR managers in achieving organizational goals. Critically analyze the key dimensions of EI and how it contributes to effective human resource management and strategic goal attainment. [10]

[Total Marks 25]

Question 3

- (a) "Job descriptions and job specifications play a vital role as foundational tools for strategic human resource planning." Briefly explain your perspective on this statement. [05]
- (b) Employee engagement is central to the long-term success of organizational strategies. Evaluate how human resource planning can increase employee retention and decrease employee turnover within large-scale organizations. [10]
- (c) Engineering firms often face project-based volatility and rapid technological evolution. Analyze how these firms strategically align their workforce planning with fluctuating project requirements and emerging innovations. Support your discussion with at least two relevant examples. [10]

[Total Marks 25]

Question 4

- (a) Differentiate between job evaluation and performance evaluation, highlighting their respective purposes and implications for enhancing organizational effectiveness. [05]

- (b) Strategic performance management is instrumental in unlocking employee potential, optimizing productivity, and sustaining competitive advantage. Propose an effective process to design a comprehensive performance management system that not only evaluate employee output but also foster continuous development. [10]
- (c) PrimeTech Solutions (Private) Limited, a mid-sized IT firm, is facing challenges in maintaining innovation and productivity due to a lack of technical upskilling among its existing workforce. Financial limitations of the firm have made hiring new talent difficult. To address the issue, three HR professionals namely X, Y, and Z have proposed the following training and development strategies:
- X: Implementing peer mentoring programs is the most practical way to promote knowledge sharing and reinforce collaborative learning.
- Y: Investing in self-paced online learning platforms is the most cost-effective option for individual skill acquisition and flexibility.
- Z: Conducting intensive in-house workshops is the most impactful approach to accelerating group learning and aligning skills with project needs.

Critically evaluate the proposed and alternative strategies to determine the most effective solution for the company. [10]

[Total Marks 25]

Question 5

- (a) Organizations face increasing challenges in attracting, retaining, and motivating talent in today's fast-changing business landscape. Advise how they can modernize their total rewards strategy to meet the diverse needs of a dynamic workforce while ensuring equity, consistency, and long-term competitiveness. [12]
- (b) Many organizations have well-defined health and safety initiatives, but struggle with consistent and effective implementation across the workplace. Propose corrective actions that organizations can take when well-established health and safety policies are not consistently implemented in daily practice. [13]

[Total Marks 25]

End of the Question Paper