

# Uva Wellassa University

Faculty of Management

Degree of Bachelor of Business Management in Hospitality, Tourism and Events

Management / in Entrepreneurship and Management

**FIRST YEAR SECOND SEMESTER EXAMINATION –DECEMBER-2016/JANUARY**

2017

**ENM 151-3 / HTE 174-3 Human Resource Management**



**Instructions to candidates:**

No. of pages : Three (03)  
No. of questions : Six (06) Essay  
Time : Three (3) Hours  
Marks allocated : 100 Marks

Index No:

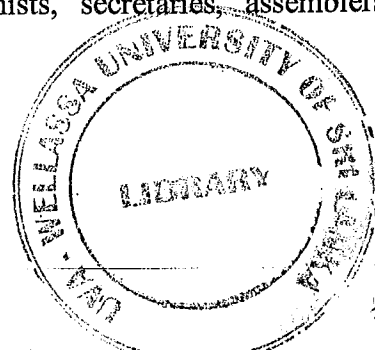
**Answer only five (05) questions including question number one (01).**

**1) Reinventing the Wheel at Apex Door Company**

Jim Delancey, president of Apex Door, has a problem. No matter how often he tells his employees how to do their jobs, they invariably “decide to do it their way”, as he puts it, and arguments ensue between Jim, the employee, and the employee’s supervisor. One example is the Door-Design Department, where the designers are expected to work with the architects to design doors that met the specifications. While it’s not “rocket science”, as Jim puts it, the designers invariably make mistakes such as designing in too much steel, a problem that can cost Apex tens of thousands of wasted dollars, once you consider the number of doors in, say , a 30 story office tower.

The Order Processing Department is another example. Jim has a very specific and detailed way he wants the order written up, but most of the order clerks don’t understand how to use the multipage order form. They simply improvise when it comes to a detailed question such as whether to classify the customer as “Industrial “or “Commercial.”

The current training process is as follows. None of the jobs has a training manual per se, although several have somewhat out-of-date job descriptions. The training for new people is all on the job. Usually, the person leaving the company trains the new person during the 1or 2 week overlap period, but if there’s no overlap, the new person is trained as well as possible by other employees who have filled in occasionally on the job in the past. The training is the same throughout the company-for machinists, secretaries, assemblers, engineers, and accounting clerks, for example.



## Case Questions

- a) What do you think of Apex's training process? Could it help to explain why employees "do things their way"? If so how?

(05 Marks)

- b) What role should job descriptions play in training at Apex?

(05 Marks)

- c) Explain the detail what you would do to improve the training process at Apex. Make sure to provide specific suggestions.

(10 Marks)

**(Total Marks – 20)**

2.

- a) Identify five (05) functions of Human Resources Management and discuss how each five functions are interrelated with each other.

(10 Marks)

- b) Assume you are in general manager of a service department. How might formally written job description help you to manage your work unit?

(10 Marks)

**(Total Marks – 20)**

3.

- a) Explain the advantages and disadvantages of filling opening from internal sources.

(10 Marks)

- b) Discuss pros and cons of questionnaire method, interview method and observation method of collecting information during the job analysis.

(10 Marks)

**(Total Marks – 20)**

4.

- a) Discuss why employee orientation is an important process and explain what are the benefits of a properly conducted orientation program.

(10 Marks)

- b) Discuss and provide examples of at least five common errors in performance appraisal.

(10 Marks)

**(Total Marks – 20)**

5.

- a) Discuss the process of performance appraisal with suitable example.

(10 Marks)

- b) List out four (04) sources of background investigation and explain how a Human Resource Manager can make background checking more useful.

(10 Marks)

**(Total Marks – 20)**

6.

- a) Differentiate Management By Objectives (MBO) and 360 degree feedback performance appraisal method.

(10 Marks)

- b) Explain “situational interview”, “behaviour interview”, “job-related interview” and “stress interview” with suitable examples.

(10 Marks)

**(Total Marks – 20)**

