

Part C

Instructions to candidates

Number of questions: Two (02) Essay questions

Mark allocation: 45 mark

Answer all the questions.

1.

- a. Assume you are the Senior Human Resources Manager of ABC Company PLC. You are required to inform all the divisional heads regarding the following decisions taken in the recently summoned board meeting relating to 'Employee Appraisal Procedure'.
- New procedure was introduced considering both individual and group sales targets. This would replace the traditional appraisal procedure which only focused on collective/group sales targets.
 - It is the divisional heads' responsibility to send duly filled Appraisal Forms (of subordinates) to the HR department on or before the date stipulated by the Head, HR.
 - New appraisal form is available at www.memo.lk.
 - Effective date of the new procedure is 12 January 2017.

Write a Memo to all divisional heads informing the above decisions. A suitable answer is likely to be of 110-140 words. (15 mark)

- b. Assume you have received the 'Contract of Employment' and 'Job Description' by way of an offer letter on 20 December 2016. You have applied for a post of 'Marketing Executive /Spare parts' in a company.

Write a letter of acceptance. A suitable answer is likely to be of 40-50 words.

(Note: write only the body of letter and rest of the parts in a typical letter is not required) (5 mark)

- c. Place yourself in a hypothetical situation. Write a short paragraph that would appear in a typical recommendation letter, which confirms the employment history of Mr A. Balendra, with the use of following information. (Note: write only the body of letter and rest of the parts in a typical letter is not required)

- You are recommending one of your former employees, Mr A. Balendra.
 - Assume you are the writer, and had been a superior to Mr Balendra.
 - He had been a Senior Software Engineer, from 01 January 2000 to 31 December 2015
 - Current status – Retired
- (5 mark)

2. Assume you are the Regional Manager of Badulla region attached to ABC Company PLC, a company into dairy products. Construct the report based on following information. A suitable answer is likely to be of 350-400 words.
- Your superior, Head of Marketing, Mr Sahan Kulathunga requests you to report on the sales performance (Milk packets) pertaining to Badulla region.
 - Request is made today.
 - The following information has been provided by your subordinates.
- i. The following tables depicts the sales performance of Badulla region for a period of one year as of 31st March 2016.

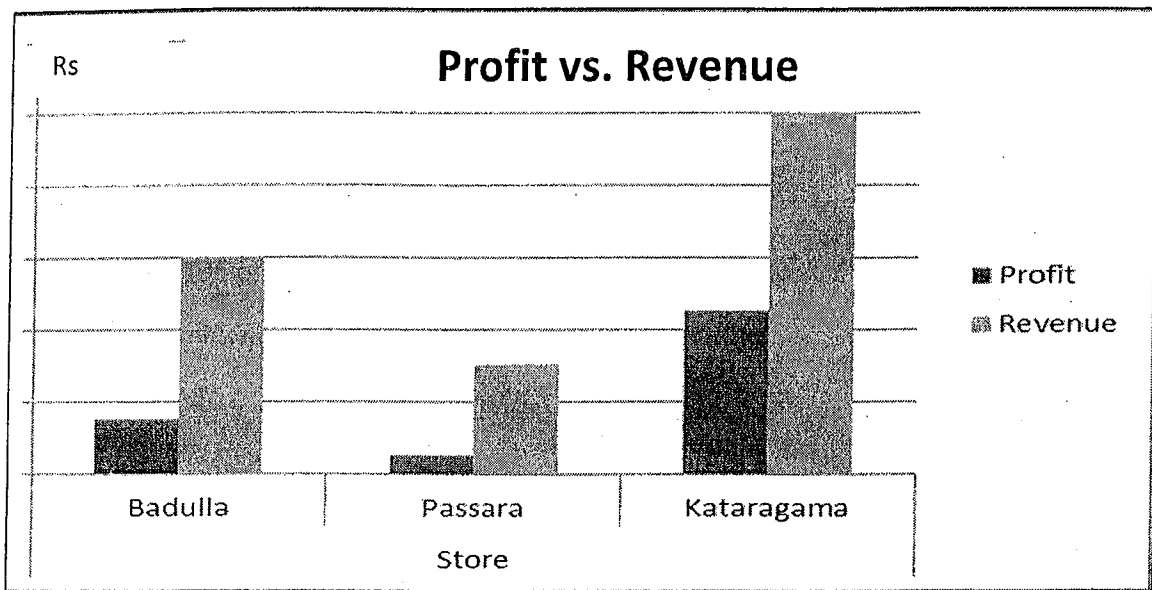


Figure 01 – Profit and Revenue as of 31st March 2016

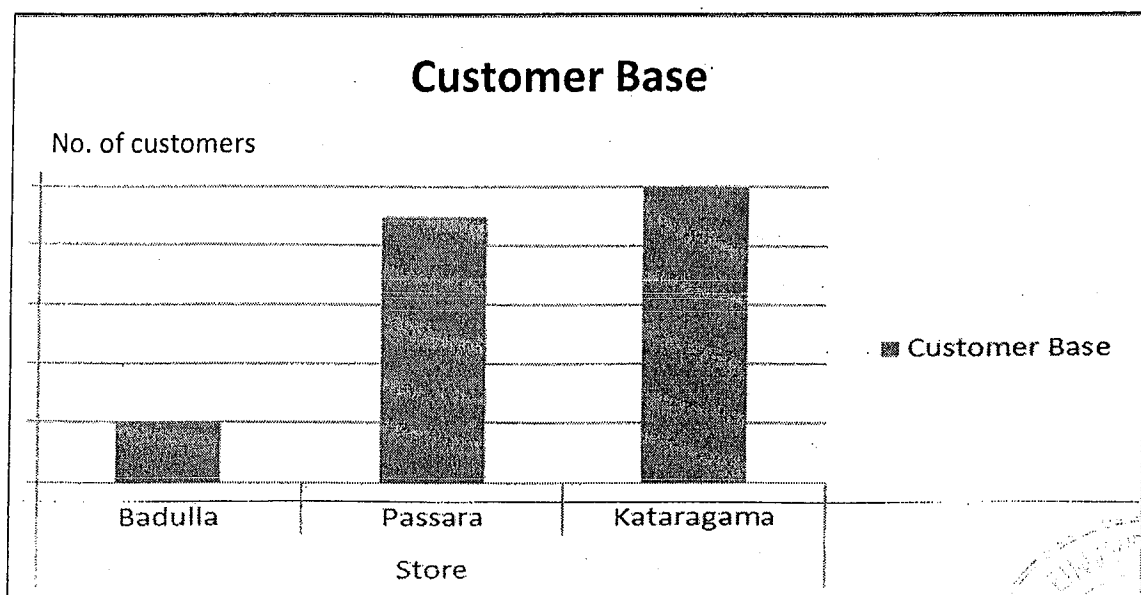
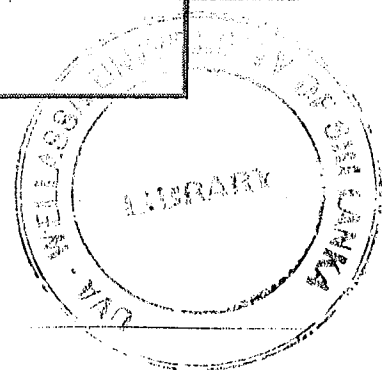


Figure 02 – Customer base as of 31st March 2016



ii. Comparison of Revenue, profit and customer base with the previous year, 2015

Table 01 – Comparison of Revenue and Profit

Criteria	Growth (from 2015 to 2016)					
	In absolute terms			As a percentage		
	Customer base	Revenue Rs ('000')	Profit Rs ('000')	Customer base	Revenue	Profit
Badulla	65	5	6	5%	20%	18%
Passara	140	100	120	220%	110%	75%
Kataragama	135	11,000	33,000	30%	25%	30%

iii. Other highlights

- Passara store has embarked on a market penetration strategy. The price of a milk packet was slashed by 20% to Rs. 280.
- Badulla has the lowest population density in contrast to other stores.
- Both Badulla and Kataragama stores are facing new entrants to the market.
- Kataragama store records the highest revenue of all time.
- Kataragama store records the highest customer base of 446 as of 31st March 2016.
- Profit margins;

Table 02 – Profit Margins

Store	Badulla	Passara	Kataragama
Profit margin %	15%	5%	45%

Hint:

- Profit margin = (Profit/Revenue) x 100%
- A **market penetration strategy** involves focusing on selling your existing products or services into your existing markets to gain a higher market share. One method is to offer the products at a discount.

(20 mark)