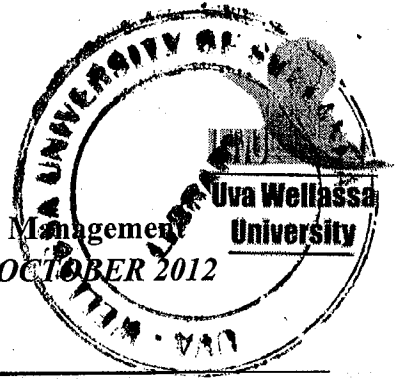


**Uva Wellassa University**  
**Faculty of Management**

**Degree of Bachelor of Business Management in Entrepreneurship and Management**  
**FIRST YEAR SECOND SEMESTER EXAMINATION – SEPTEMBER / OCTOBER 2012**

**EMG 172 - 3 / HTE 152 - 3 Managing Human Resources**



**Part C – Essay Questions**

Answer **only three (03)** questions from Part C including question number 1.

Marks allocation: 50

1. Part of strategic planning in HR is mapping an organization's human capital. When we look at the strategic value of a person's skills as well as its uniqueness, we soon discover that the organization comprise different kinds of workers who have very different kinds of skills. In this context, it is unlikely that we would manage all of these employees the same way (as much as we might want to for fairness). There are differences in HR practices for different groups. That is not bad, but it makes the job of managers more difficult.

Below are descriptions of two different employees. Describe the key characteristics of the following HR practices that you would use for each of them.

- a) **Training and Development**
- b) **Compensation and Rewards Management**

**Kumari** is a highly talented computer system developer for Sun Micro Systems. She is among the elite set of engineers in the computer industry that is doing leading edge work on advance computer software development. In truth, CEO believes that the future of the company rests on the innovative work that Kumari and her team is doing. CEO worries that someone might attract Kumari away from them. So CEO wants to give her all the room she needs to grow and stay committed to Sun Micro Systems.

**Sirisena** is a sales person on the retail side of Sun Micro Systems. He has daily contacts with customers and is responsible for making sales and communicating with service personnel. Make no mistake, to many customers, Sirisena and his co-workers are the face of Sun Micro Systems. Always on the lookout for a better situation, Sirisena has thought about working for Virtusa Plc, Sun Micro System's main competitor. Their skills are very transferable and the transition is not difficult. CEO and other managers at Sun Micro Systems recognize this fact, so they try to keep sales people loyal and productive, recognizing that many of them do eventually leave.

(30 marks)

