

**Uva Wellassa Unlversity**  
**Faculty of Management**

**Degree of Bachelor of Industrial Information Technology**

**THIRD YEAR SECOND SEMESTER EXAMINATION - AUGUST/SEPTEMBER 2011**

**IIT 323 - 2 Human Resources Management**



### 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's 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) **Job Design**
- b) **Training and Development**
- c) **Compensation**

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

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

(30 marks)

2. Briefly explain the internal and external factors which can effect deciding an employee's wage? (10 marks)
3. Discuss the business – focused alignment and linking between Training and Development efforts and an organisation's overall performances? (10 marks)
4. Briefly explain the advantages and disadvantages of filling the vacancies from internal sources? (10 marks)

