



PAST PAPERS

<i>Faculty</i>	<i>Department / Section/Division</i>
<i>Not Applicable</i>	<i>Learning Resource Centre</i>

Past Papers

Faculty of Management & social Sciences
Department of Management and Business Studies

BMgt. (Hons) in Human Resource Management

(Year 3 – Semester I)

<i>Document Control & Approving Authority</i>	<i>Senior Director – Quality Management & Administration</i>
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Faculty of Management and Social Sciences
Department of Management & Business Studies
B.Mgt(Hons) in Human Resource Management
Course CODE: BMgt 559

Year 3 Semester I
END SEMESTER EXAMINATION
MGHR 3223-Labor Laws & Industrial Relations

- This paper consists of SEVEN (07) questions on THREE (03) pages.
- Answer FOUR (04) questions including question 01.
- You may use appropriate graphs, diagrams, equation/s to prove or justify the answers.
- If you have any doubt as to the interpretation of the wording of a question, make your own decision, but clearly state it on the script.
- Write legibly.

Date: 2023.03.22

Pass mark: 40%

Time: 02 Hours

Question 01: (Compulsory)

There is a comprehensive labour law framework in Sri Lanka to protect rights of the workers and save them from exploitation. Identify and discuss the principal labour laws and enactments in Sri Lanka under the following areas:

- (a) Laws pertaining to Social Security (10 Marks)
- (b) Laws pertaining to terms and conditions of employment. (15 Marks)

Question 02

Sri Lanka is a country which has a considerable long history of labour laws and labour legislation.

Discuss the nature of labour law with reference to the history of labour law and the development of labour law in Sri Lanka.

(25 Marks)

Question 03

Answer to the following question referring to the Industrial Dispute Act No 43 of 1950.

- (a) What is an industrial dispute? (05 Marks)
- (b) Discuss the methods of resolving industrial dispute in Sri Lanka? (20 Marks)

Question 04

Labour tribunals (LT) play a vital role in resolving industrial dispute and maintain peaceful industrial relation in Sri Lanka.

- (a) What are the powers of Labour Tribunal to grant relief for a workman. (10 Marks)
- (b) Explain the limitation of the powers of Labour Tribunal in enforcing the decision. (15 Marks)

Question 05

- (a) Write an essay on the importance of the right to form and join a trade union as one of the fundamental rights guaranteed and protected by the Constitution in Sri Lanka. (10 Marks)
- (b) What are the trade union actions that can be identified under the Trade Union Ordinance 1935? (15 Marks)

Question 06

Answer to the following questions based on the concept of Occupational Safety and Health care (OSH).

- (a) What does mean the occupational safety and health care? (05 Marks)
- (b) What is the connection between occupational safety and health care and labour productivity? (05 Marks)
- (c) What are the laws relating to occupational safety and health care in Sri Lanka? (15 Marks)

Question 07

Write brief notes on the following topics.

(25 Marks)

- (a) Establishment of International Labour Organization (ILO)
- (b) The main objective of the International Labour Organization
- (c) International Labour Law standards and International Labour Organization Conventions
- (d) International Labour Organization and Sri Lanka

-----END OF THE QUESTION PAPER-----



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Year 3 Semester I
END SEMESTER EXAMINATION
MGHR 3422- Strategic Performance Management

- This paper consists of EIGHT (08) questions on FOUR (04) pages.
- Answer FIVE (05) questions including question 01.
- You may use appropriate graphs, diagrams, equation/s to prove or justify the answers.
- If you have any doubt as to the interpretation of the wording of a question, make your own decision, but clearly state it on the script.
- Write legibly.

Date: 2023.03.20

Pass mark: 40%

Time: 03 Hours

Question 01: (Compulsory)

1. The process of measuring employees' performance and rewarding them accordingly is called.
 - a) Employee commitment
 - b) Performance appraisal
 - c) Induction
 - d) Training and development

2. Usually in one of the following performance appraisal techniques, subjects' self-ratings are negatively correlated with their subsequent performance in an assessment center.
 - a) Appraisal by subordinates
 - b) 360-degree feedback
 - c) Self-ratings
 - d) Peer appraisals

3. For performance assessment of employees, "helping to meet legal requirements" is the application of which of the following?
 - a) Developmental purpose
 - b) Administrative purpose
 - c) Organizational maintenance purpose
 - d) Documentation purpose

4. Performance appraisal serves as a basis for
 - a) Training
 - b) Promotion
 - c) Performance
 - d) Staffing

5. Strategic management helps in
 - a) Giving direction
 - b) In forecasting
 - c) Neutralizes threats.
 - d) All the above

6. Which of the following is NOT a major element of the strategic management process?
 - a) Formulating a strategy
 - b) Implementing the strategy
 - c) Evaluating strategy
 - d) Assigning administrative tasks

7. Which is NOT a principle of the performance management system?
 - a) Alignment & Balance
 - b) Regular refinement
 - c) Robust performance indicators
 - d) Technology

8. What is the biggest challenge faced while conducting performance appraisal?
- a) Evaluating the performance of self-managed teams
 - b) Presence of a formal appeal process
 - c) Appraisals based on traits are to be avoided.
 - d) None of the above
9. Management of performance ensures.
- a) Continuous improvement
 - b) Discontinue improvement.
 - c) Performance reviews
 - d) Both A and C
10. Which of the help options are the activities that constitute the core of performance management?
- a) Performance interview
 - b) Archiving performance data
 - c) Use of appraisal data
 - d) All the above

(10* 02 Marks = 20 Marks)

Question 02

- a) How would a firm measure an individual contribution to value creation and what purposes does it serve? (10 Marks)
- b) How do you link performance management to human resource development? (10 Marks)

Question 03

- a) Rationally discuss the four Ds of performance management with suitable examples. (10 Marks)
- b) Describe the criteria of an effective performance evaluation. (10 Marks)

Question 04

Performance management process steps are equally important, and together form the backbone of a company's performance management process. Rationally discuss with suitable examples. (20 Marks)

Question 05

Explain the Global trends in Strategic Performance Management. Discuss with suitable examples. (20 Marks)

Question 06

As a human resource manager, how are you going to differentiate traditional performance management processes and modern performance processes? Rationally discuss with suitable practical examples. (20 Marks)

Question 07

"More than half of the executives questioned in a Deloitte survey (58%) think that their current performance management strategy doesn't promote good performance or employee engagement."

- a) Considering the above statement share your suggestions and recommendations as the HR manager of the company. (10 Marks)
- b) Can you discard employees' annual reviews? Rationally discuss. (10 Marks)

Question 08

Write short notes on any **four** of the below.

1. IPM Wheel
2. Performance Management system
3. Performance Evaluation
4. 360-degree feedback
5. Define SMART goals in the performance management process

(05 Marks*4 = 20 Marks)

-----END OF THE QUESTION PAPER-----



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Year 3 Semester I

END SEMESTER EXAMINATION

MGBM 3421- Supply Chain Management

- This paper consists of EIGHT (08) questions on TEN (10) pages.
- Answer FIVE (05) Questions including Question No: 01.
- Only non-programmable calculators are allowed.
- You may use appropriate graphs, diagrams, equation/s to prove or justify the answers.
- Formula sheet has been attached to the paper.
- If you have any doubt as to the interpretation of the wording of a question, make your own decision, but clearly state it on the script.

Date: 2023.03.16

Pass mark: 40%

Time: 03 Hours

Question 01 - Compulsory

- The Question consists of ten (10) Multiple Choice Questions (MCQs) and five (05) True or False questions
- All questions must be answered
- For MCQ, choose the most appropriate answer and write the option in your answer booklet. For True or False, write the correct option.

(1.5*10 Marks)

01. Which of the below statement/s is /are incorrect in terms of Warehousing?

- I. The warehouses provides time utility, product utility and shorter haul transportation routes as advantages
- II. A Distribution Center can be distinguished with the Warehouse, with providing of medium term and long term storage facility.



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- (a) I only
- (b) II only
- (c) All of the above
- (d) None of the above

02. Which of the below is considered to be the most accurate statement?

- (a) The three main flows of a Supply Chain includes: flow of product, flow of finance and flow of data
- (b) The demand for products that is being manufactured in a firm, of a push view is initiated by actual customer orders
- (c) The subprocesses of Cycle view consists of marketing and placing the products and receiving and supplying the orders
- (d) Depending of the timing of the order execution: pull view can be termed as a reactive process whereas push view can be termed as a speculative process

03. Which of the below statement/s is/are correct?

- I. Bull whip effect can be mitigated using Vendor Managed Inventory
- II. Bull whip effect is the amalgamation of inventories at the point of each supply chain channel partner in a multiplicative manner.

- (a) I only
- (b) II only
- (c) All of the above
- (d) None of the above



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04. What combination of the logistics party and given example is most accurate?

- (a) A person moving from his house to another rented house, and taking his household goods in a lorry → 1PL
- (b) A student of CINEC using a Pick me three-wheeler to go from CINEC to home → 2PL
- (c) ABC company Handling X Marketing Pvt. Ltd., Alaska Man power agencies and a OKLO 3PL Warehouse on behalf of the ZOZO the parent company → 4PL
- (d) A pilgrimage arranged using a hired Bus → 2PL

05. "When considering a supply chain, the stream is the manufacturing or processing company, the stream is the suppliers and the stream is the customers."

Find the most appropriate combination to fill the above blanks.

- (a) Middle, Down, Up
- (b) Up, Middle , Down
- (c) Middle, Up, Down
- (d) Down, Middle , Up

06. The three basic production strategies include:

- (a) Long Run Strategy, Medium Run Strategy, Short Run Strategy
- (b) Chase Strategy, Level Strategy, Mixed Strategy
- (c) Aggregate Production Schedule, Master Production Schedule, Bill of Material
- (d) Aggregate Planning, Operations Planning, Enterprise Resource Planning



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07. The macroprocesses in a company include:

- (a) Supplier Relationship Management
- (b) Supply Chain Management
- (c) Customer Relationship Management
- (d) All of the above

08. What is the correct statement in terms of Demand Management?

- (a) Demand can be categories into Derived Demand and Dependent Demand
- (b) Forecasting can be performed using Descriptive Techniques and Time Series Techniques
- (c) Qualitative methods are most appropriate to use to forecast data in the Introduction stage of product life cycle.
- (d) Forecasting approaches include Top and Bottom Approaches

09. What data is most appropriate to be used in the calculation of the Total Inventory Management cost in the Basic EOQ model?

- (a) Total Annual Inventory Holding Cost per unit, Total Annual Ordering Cost
- (b) Annual Demand / Sales, Number of Days working
- (c) Cost of the Product per unit , Total per unit Annual Inventory holding cost proportion out of the total cost
- (d) Annual Ordering cost per order, Annual Set Up cost



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10. Which of the following is not considered to be a type of a warehouse?

- (a) Public Warehouse
- (b) Contract Warehouse
- (c) Private Warehouse
- (d) Multi Country Warehouse

11. State if each of the below statement is 'True' or 'False' (01*05 Marks)

- I. The Balanced Score Card consists of Financial, Supplier Relationship, Internal Processes, Education and Growth (.....)
- II. Logistics Management is a subcomponent of Supply Chain Management (.....)
- III. Agile supply chain management differs from lean supply chain management due to the flexibility (.....)
- IV. The four demand patterns in time series analysis include: Trend, Cyclic, Seasonality, Random variations (.....)
- V. Under Inventory Classification, pipeline stocks are the stocks which are enroute to the facilities (.....)



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Question 02

- (a) List down four (04) Qualitative Techniques used in forecasting (02 Marks)
- (b) The Logistics Manager at St. Clairs Group which produce 'hard hats' want to forecast the sales for the year 2023. The actual data of sales is as follows: (09 Marks)

Table 2.1: Actual Sales for the year 2022 and 2023

Year	Month	Actual Sales '000
2022	September	56.68
	October	63.65
	November	59.68
	December	69.25
2023	January	71.05
	February	52.59

Based on the above data, answer the following questions, and get the appropriate forecasts

- (i) The Naïve forecast for the month of March 2023
 - (ii) The four- month Simple Moving Average forecast for March 2023
 - (iii) The Weighted Moving Average forecast for March 2023 using the weights 0.27, 0.23, 0.39
 - (iv) The Exponential Smoothing forecast for March 2023 with $\alpha = 0.52$ (Assume the forecast for January 2023 is 61,250 units)
- (c) Calculate the Forecasting error, RSFE (with interpretation), MAD, MSE, MAPE and TS using the below data. (09 Marks)

Table 2.2: Forecast and actual demand data



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Month	Jan.	Feb	March	Apr.	May	June	July	Aug.
Forecast	517	514	515	516	510	519	513	512
Actual	516	512	516	513	512	518	515	510

Question 03

- (a) Warehouses are important for every industry, irrespective of its size and nature. Briefly explain the importance of warehousing for the health care industry including hospitals and large scale pharmacies. (06 Marks)
- (b) List down all the activities of warehousing in the sequential order (06 Marks)
- (c) Explain the four (04) categories of warehousing with examples. (08 Marks)

Question 04

- (a) 'Business Administration is the function of managing an organizations' resources, time and people It includes all aspects of overseeing and supervising the business operations of an organization.'
 Briefly explain how Business Administration relates with Supply Chain Management. (06 Marks)
- (b) Distinguish between cycle view and push pull view using a real-life example. (06 Marks)
- (c) Briefly Explain the 03 Macroprocesses in a Supply Chain with relation to a medium scale automobile manufacturing company. (06 Marks)
- (d) Briefly explain the role of Transportation in Supply Chains (02 Marks)



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Question 05

- (a) Explain why organizations keep inventory with relevant to a supermarket located in the center of Colombo. (05 Marks)
- (b) Explain the four (04) basic classifications of Inventory. (05 Marks)
- (c) Write a brief report to the General Manager of a Large Scale FMCG production company, by using the below data and appropriate calculations (10 Marks)
- Current order quantity = 450 units
 - Ordering cost per order = 115 LKR
 - Holding cost per unit per annum = 12.5% of the total
 - Total cost of production = 165 LKR
 - Monthly Demand = 1260 Units
 - Number of days in operations = 352 days
 - Write all the assumptions of EOQ
 - Hint - write the report based on the loss or profit obtained with EOQ

Question 06

- (a) Explain 1PL to 5PL using suitable examples (07 Marks)
- (b) The General Manager, Operations, of IOC (Indian Oil Corporation) suggests to use a 3PL to manage its transportation and warehousing activities at Trincomalee, which is currently undertaken by the company of its own. Critically comment on the above suggestion by explaining the negative and positive impacts of outsourcing, to a 3PL and your views on the decision, assuming as a Business Administration Executive. (08 Marks)
- (c) Briefly explain the branches of operations planning in the sequence (05 Marks)



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Question 07

Answer all the questions.

- (a) Briefly explain the issues with inventory and how to mitigate those issues. (05 Marks)
- (b) Explain the objective of a supply chain and what strategies taken to achieve those objectives. (05 Marks)
- (c) Distinguish between the two (02) types of demand using and appropriate example (05 Marks)
- (d) Explain the Vendor Managed Inventory System (05 Marks)

Question 08

Write short notes on any four (04) of the following. (04*05 Marks=20 Marks)

- (a) Two (02) Design considerations of a warehouse
- (b) Horizontal and Vertical Material Handling Equipment
- (c) Types of Logistics Relationships
- (d) ERP and CRM
- (e) The Objective of a Supply Chain

-----END OF THE QUESTION PAPER-----



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Formulae Sheet

Use the appropriate formulae for the calculations.

$$e_t = A_t - F_t$$

$$\text{Mean Absolute Deviation} = \frac{|A_t - F_t|}{n}$$

$$\text{Mean Squared Error} = \frac{[A_t - F_t]^2}{(n - 1)}$$

$$\text{Run Sum of Forecast Error} = \sum e_t$$

$$\text{Mean Absolute Percentage Error} = \frac{\frac{|A_t - F_t|}{A_t} * 100\%}{(n)}$$

$$\text{Tracking Signal} = \frac{\text{Run Sum of Forecast Error}}{\text{Mean Absolute Deviation}}$$

$$\text{Exponential Smoothing } F_t = \{F_{t-1} + \alpha [A_{t-1} - F_{t-1}]\}$$



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Year 3 Semester I

END SEMESTER EXAMINATION

MGHR 3320- Labor Economics

- This paper consists of EIGHT (08) questions on FOUR (04) pages.
- Answer FIVE (05) Questions including Question 01.
- Only non-programmable calculators are allowed.
- You may use appropriate graphs, diagrams, equation/s to prove or justify the answers.
- If you have any doubt as to the interpretation of the wording of a question, make your own decision, but clearly state it on the script.

Date: 2023.03.14

Pass mark: 40%

Time: 03 Hours

Question 01: (Compulsory)

- 1) Clearly explain three ways in which labour market differs with the other types of markets. (05 Marks)
- 2) Define the law of diminishing returns as used in labour economics. (05 Marks)
- 3) Using a well labelled diagram, explain the equilibrium concept as used in labour economics. (05 Marks)
- 4) Explain the backward bending labour supply curve using substitution and income effects. (05 Marks)

Question 02

Demonstrate and explain the following incidents using necessary tools.

- 1) Wages of bus drivers increase. At the same time, incomes of consumers generally increase. (04 Marks)
- 2) The price of tea increases. At the same time, robots are developed which prove to lower the cost of production of coffee. (04 Marks)



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- 3) Wages of workers who pick coffee rise. At the same time, the price of half-and-half (a complement for coffee) decreases. (04 Marks)
- 4) Due to the prevailing economic crisis in Sri Lanka, massive number of skilled workers migrate to other countries permanently. (04 Marks)
- 5) To overcome of the high inflation situation in the economy, Central Bank of Sri Lanka increased the policy interest rates continuously which badly affect the business sector as it would rise cost of production. (04 Marks)

Question 03

- 1) Explain how short-run and long-run production structure associate with the labour demand? (05 Marks)
- 2) How should a firm make decision regarding its employer recruitments based on diminishing marginal returns? (05 Marks)
- 3) The marginal revenue product of labor in the local communication center is $MRPL = 200 - 0.5L$, where L is the number of workers. If the wage of communication center workers is LKR 100 per hour, then how many workers will the mill hire? (05 Marks)
- 4) The output of workers at a factory depends on the number of supervisors hired (see below). The factory sells its output for LKR 0.50 each, it hires 50 production workers at a wage of LKR 100 per day and needs to decide how many supervisors to hire. The daily wage of supervisors is LKR 500, but output rises as more supervisors are hired, as shown below. How many supervisors should it hire? (05 Marks)



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Table 3.1 - Output

Supervisors	Output (Units per workers)
0	11 000
1	14 800
2	18 000
3	19 500
4	20 200
5	20 600

Question 04

- 1) Explain how an individual maximize their utility over work and leisure? Use necessary examples if you need. (05 Marks)
- 2) Explain the concept of Marginal Rate of Substitution and Wage Rate using necessary graphs? (05 Marks)
- 3) Indicate in each of the following instances whether specified events would cause a worker to want to work more or fewer hours:
 - a. The wage rates rise, and the substitution effect is greater than the income effect. (05 Marks)
 - b. The wage rate falls, and the income effect is greater than the substitution effect. (05 Marks)

Question 05

- 1) What Causes the Labor Demand Curve to Shift? Explain using four examples? (05 Marks)
- 2) What Causes the Labor Supply Curve to Shift? Explain using four examples? (05 Marks)



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- 3) Name and explain three determinants of productivity? (05 Marks)
- 4) Explain the linkages of land and capital market with labour market? (05 Marks)

Question 06

- 1) How is the unemployment rate defined? (04 Marks)
- 2) Why can unemployment exist at any point of time? (04 Marks)
- 3) What is the natural rate of unemployment? (04 Marks)
- 4) What factors affect the natural rate of unemployment? (04 Marks)
- 5) There are number of causes for the unemployment. Explain three of them using necessary examples if needed. (04 Marks)

Question 07

Write short notes on the four of following topics as used in labour economics.

- 1) Nominal wages
- 2) Real wages
- 3) Marginal product of labour
- 4) Demand for labour (5 marks)
- 5) Long run and short run periods in production (05 Marks*4 = 20 Marks)

Question 08

- 1) Name and explain five reasons for the lower female labour force participation in Sri Lanka (10 Marks)
- 2) Explain how economically active population differ from economically inactive population by giving examples for each component? (10 Marks)

-----END OF THE QUESTION PAPER-----



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Year 3 Semester I
END SEMESTER EXAMINATION
MGHR 3421 -International Human Resource Strategy

- This paper consists of EIGHT (08) questions on THREE (03) pages.
- Answer FIVE (05) questions including question 01.
- You may use appropriate graphs, diagrams, equation/s to prove or justify the answers.
- If you have any doubt as to the interpretation of the wording of a question, make your own decision, but clearly state it on the script.
- Write legibly.

Date: 2023.03.16

Pass mark: 40%

Time: 03 Hours

Question 01: (Compulsory)

- (a) Define the term "International Human Resource Management."
(04 Marks)
- (b) Discuss Bartlett and Ghoshal's Typology on MNC strategies with examples on MNCs
(16 Marks)

Question 02

- (a) Discuss Ethnocentric, Polycentric, Geocentric and Regio-centric staffing strategies with examples.
(08 Marks)
- (b) "MNCs complain about the host countries and the host countries complaint about the MNCs"
Elaborate your views on the above statement vividly.
(12 Marks)

Question 03

- (a) Discuss five (05) recruitment methods used in MNCs in recruiting expatriates. (10 Marks)
- (b) Assume that you are an employee screening specialist and you are required to present a guide to the top management on your plan to screen managers those who join in international assignments. Discuss various methods that you are going to use step by step. (10 Marks)

Question 04

Write short notes on any two (02) topics from the followings.

- (a) 3M model
- (b) Diversity and Inclusion at MNCs
- (c) Sustainable Business Results
- (d) Convergence and divergence in IHRM (2*10 Marks = 20 Marks)

Question 05

- (a) Explain General Culture Assimilator Technique with a practical activity suggestion. (10 Marks)
- (b) Identify 10 areas to be included in a culture training. (10 Marks)

Question 06

Hofstede's culture model is a famous for identifying the national culture. Select two countries by your own choice and compare the national culture characteristics and explain the status of each country. You may use a graph to elaborate your answer with hypothetical data. (20 Marks)

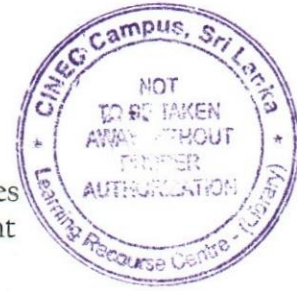
Question 07

- (a) Define the term "culture shock". (05 Marks)
- (b) Discuss the stages of culture shock with strategies to manage the negative effects of each. (15 Marks)

Question 08

- (a) Distinguish "Home based and host based" pay approaches. (10 Marks)
- (b) "Code of conduct plays a great role in an MNC. It is an explicit way of ethics and good governance".
- Do you agree with the above statement? Justify your views. (10 Marks)

-----END OF THE QUESTION PAPER-----



Year 3 Semester I
END SEMESTER EXAMINATION
MGHR 3319-Human Resource Development

- This paper consists of EIGHT (08) questions on FOUR (04) pages.
- Answer FIVE (05) questions including question 01.
- You may use appropriate graphs, diagrams, equation/s to prove or justify the answers.
- If you have any doubt as to the interpretation of the wording of a question, make your own decision, but clearly state it on the script.
- Write legibly.

Date: 2023.03.12

Pass mark: 40%

Time: 03 Hours

Question 01: (Compulsory)

- (a) Define the term "Human Resource Development" (05 Marks)
- (b) Discuss the history and evolution of human resource development by identifying the significant stages. (15 Marks)

Question 02

- (a) Human Resource Management always deals with emerging workforce trends. Identify five (05) such trends. (05 Marks)
- (b) Briefly explain the Hersey & Blanchard's situational theory and discuss the application of different leadership styles upon subordinates' characteristics. (15 Marks)

Question 03

- (a) Assume that you have been empowered by your top management to create a truly flexible work place culture to make employees' ideas very innovative. Identify ten (10) facilities that you may arrange to cater to the above-mentioned goal. (10 Marks)

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- (b) Pay and welfare play a great role in enhancing employee job engagement. Design an appropriate wage and welfare package for floor level employees in a small-scale apparel company and salary and welfare package for managerial level employees in a large-scale apparel company. (10 Marks)

Question 04

Write short notes on any four (04) topics from the followings

- (a) Training Evaluation
 - (b) Career Development Stages
 - (c) Succession Planning
 - (d) Mentoring
 - (e) In Basket Training
- (4*05 Marks = 20 Marks)

Question 05

Brinda company hired one senior executive, two junior executives and one supervisor last month. All newly recruited employees of Brinda Company were participated to one day orientation program which is conducted by an existing 2 work supervisors, 2 junior executives, 1 senior executive and two staff assistants of the company. A set of reading material which cost was Rs. 1000/- had been distributed among all participants. In addition to that, cost of lunch and other refreshment per head was Rs.500/-.

Existing work supervisors, junior executives, senior executive and staff assistants are paid Rs. 30,000/-, Rs.45000/-, Rs.60,000/- and Rs. 20000/- respectively and newly recruited work supervisors, junior executives and senior executives are paid Rs.25,000/-, Rs. 35,000/- and Rs. 40000/- for a month which has 25 working days.

In addition to the orientation program, 3 days training for all newly recruited supervisors and 2 days training for all newly recruited junior executives and senior executives were given by the out sourced training company at their own training

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center which is situated at 40 Kilometers (Km) away from the head office of Brinda Company. Total value of the training package was Rs.420,000/-. This amount is allocated over 3 employees' categories at the ratio of 1:1.5:1.5. All employees were paid Rs. 10/- per Km starting from the head office as travelling expenses. Training division of Brinda Company engaged two days in order to organize these training programs. Running cost of the training division is allocated over each program at the rate of Rs.50,000/-.

Calculate the training and development cost of each employee category. (20 Marks)

Question 06

- (a) Assume that there is a group of employees those who could not go through an induction programme. Identify five (05) disadvantages experienced by such employees. (05 Marks)
- (b) You are the HR manager of BBC company Ltd which is in health care sector. You are required to design an induction programme for machine operators in BBC company Ltd. Discuss the content, method of delivery, persons involved, evaluation and etc. clearly. (15 Marks)

Question 07

- (a) Identify four (04) deviant workplace behaviors with examples. (08 Marks)
- (b) Go through the following case information and discuss how you are going to handle the matter as a coach.

Raphel is an accomplished middle-level manager in your organization. He is very good within his functional area; Financial Management, but has been told that he will not be promoted further unless he learns how to manage people more effectively. When you speak with Raphel's administrative assistant, he complains about Raphel's constant sarcasm and insincerity. In speaking with

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Raphel yourself, it seems as if he is not really listening to you as you seek to discuss this issue with him. His facial expressions and body language come across as quite negative. (12 Marks)

Question 08

“Training methods in the modern world are stylish, passionate and cost -effective”
Support this statement while highlighting the modern-day training methods with examples (20 Marks)

-----END OF THE QUESTION PAPER-----

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Year 3 Semester I
END SEMESTER EXAMINATION
Strategic Marketing Management - MGBM 3420

- This paper consists of EIGHT (08) questions on FOUR (04) pages.
- Answer FIVE (05) Questions including Question 01.
- Only non-programmable calculators are allowed.
- You may use appropriate graphs, diagrams, equation/s to prove or justify the answers.
- If you have any doubt as to the interpretation of the wording of a question, make your own decision, but clearly state it on the script.

Date: 14.03.2023

Pass mark: 40%

Time: 03 Hours

Question 01: (Compulsory)

Assess the impact of FOUR major macro-environmental trends on the strategy making process of a company operating in ONE of the following sectors in Sri Lanka:

- a) Fashion Retailing
- b) Dairy products
- c) Furniture
- d) Soft drinks

(20 Marks)

Question 02

Evaluate the role of marketing in an organization.

(20 Marks)



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Question 03

An organization wants to launch a new consumer durable product into a country with an emerging economy. Decide the needful content in designing strategic plan pertaining to this scenario? Explain each element. (20 Marks)

Question 04

An entrepreneur is considering setting up furniture-making business Sri Lanka. The company is hoping to deal with luxury furniture made to order for the rich and famous.

- a) Formulate vision, mission, goals and objectives for an organization in par with rationality. (10 Marks)
- b) Suggest the communication strategy for the given context highlighting the communication tools to be used. (10 Marks)

Question 05

You work as the planning manager of an Office equipment manufacturer. The company is the market leader in the sector and famous for its innovative products that uses the latest technology. With the increasing competition coming from the new arrival to the industry company must protect its current business against competitors' attacks.

You have been approached by the CEO to identify options available to the defense the company. You are required to identify the main defensive options available to the company and explain them in detail. (20 Marks)



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Question 06

Portfolio models such as the BCG matrix and Shell Directional Policy matrix have an analytical component, as well as an action component dependent on the result of the analysis.

Critically evaluate the extent to which the action components of BCG matrix and Shell Directional Policy matrix should be used by executives to make decisions. (20 Marks)

Question 07

Identify and assess two most appropriate techniques and method could be used for controlling the performance of an internet-based supplier of premium-priced kitchenware. Your explanation should include a full justification of your choice, including a detailed assessment of the strengths and weaknesses of each technique and method that is considered. (20 Marks)

Question 08

Heavy Engineering Corporation Ltd., one of the leading suppliers of capital equipment, is now considering two independent projects (Mutually not exclusive); project A, expansion of its plant capacity to manufacture additional excavators and project B, addition of new production facility to manufacture a new product -light commercial vehicles.

Figure 1 shows the inputs for project A and B, including the projects' cost of capital and the timeline of expected cash flows (with the initial cost shown at Year 0). Management has identified that Projects A and B are equally risky, and both have a 10% cost of capital.



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Initial cost and expected cash flows (,000)

Year	0	1	2	3	4
Project A	-Rs. 10000	Rs. 5300	Rs. 4300	Rs. 1874	Rs. 1500
Project B	-Rs. 10000	Rs. 1900	Rs. 2700	Rs. 2345	Rs. 7800
Cost of capital		10%			

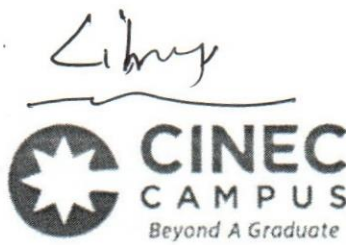
Summary of selected evaluation methods

	Project A	Project B
Net Present Value (NPV)	Rs. 804.38	Rs.1048.02
Internal Rate of Return (IRR)	14.69%	13.79%
Payback	2.21	3.39
Discounted Payback	3.21	3.80

Figure 1- Cost information and project appraisal

- On financial grounds give reasoned advice to the management regarding these two projects. (10 Marks)
- In a recent meeting with the Finance Director, you have identified that these projects are competing due to financial difficulties faced by the company recently. Does your initial advice regarding these two projects remain unchanged? Why? (05 Marks)
- During the above-mentioned meeting, the finance director thinks that the project with the higher NPV should be chosen whereas the managing director thinks that the one with the higher IRR should be undertaken especially as both projects have the same initial outlay and length of life. Explain the inconsistency in ranking of the two projects in view of the remarks of the directors. (05 Marks)

-----END OF THE QUESTION PAPER-----



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Year 3 Semester I

END SEMESTER EXAMINATION

MGBM 3419 -DEVELOPMENT ECONOMICS

- This paper consists of EIGHT questions on FIVE (05) pages.
- Answer FIVE (05) Questions including Question No: 01.
- Only non-programmable calculators are allowed.
- You may use appropriate graphs, diagrams, equation/s to prove or justify the answers.
- If you have any doubt as to the interpretation of the wording of a question, make your own decision, but clearly state it on the script.

Date: 2023.03.12

Pass mark: 40%

Time: 03 Hours

Question 01: (Compulsory)

- a) Define Development Economics using your own words. (05 Marks)
- b) What is the new economic view of development? (03 Marks)
- c) Explain the three core values of development? (06 Marks)
- d) Development in all societies must have at least three objectives of development. What are they? Explain briefly. (06 Marks)

Question 02

- (a) Name the four approaches that can be used to study a country's economic growth and development. (02 Marks)
- (b) One of the best-known early theoretical models of development that focused on the structural transformation was that formulated by W.Arthur Lewis. Explain the main features of this model with criticisms related to the model. (06 Marks)



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- (c) The dualistic-development thesis represents the existence and persistence of substantial and increasing divergences between rich and poor nations and rich and poor peoples on various levels. List down the four elements of dualism. (02 Marks)
- (d) Briefly explain the assumptions of Big push model. (06 Marks)
- (e) Countries face different binding constraints on achieving faster rates of growth and economic development. Based on Hausman-Rodrik-Velasco growth diagnostic framework, targeting the most binding constraints has important advantages over other approaches to policy selection. Discuss with an example. (04 Marks)

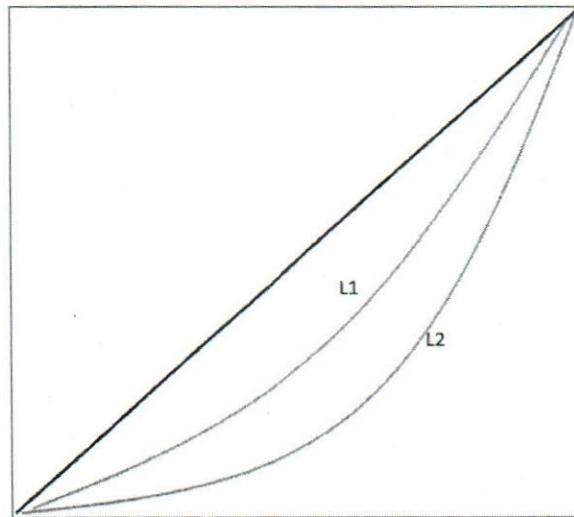
Question 03

- a) What is mean by economic inequality? (02 Marks)
- b) What are the three ways you learnt to measure inequality and poverty? (03 marks)
- c) In the graph below, the diagonal line is the line of equal distribution of income. The curves, L1 and L2 are Lorenz curves. (15 marks)
- What is measured on the horizontal axis and what is measured on the vertical axis of the graph?
 - Why is the diagonal regarded as the line of equal distribution of income?



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- iii. Which Lorenz curve represents greater economic inequality and why?



Question 04

- (a) The phenomenon of massive and historically unprecedented movements of people from the rural countryside to large cities can be identified as one of the major discussions on development economics. List four trends related to this phenomenon. (04 Marks)
- (b) Although population growth and accelerated rural-urban migration are chiefly responsible for the explosion in urban shantytowns, part of the blame rests with governments. Explain the role of government in urbanization. (04 Marks)
- (c) One of the major features of urbanization in developing countries is the presence of large informal sector.
- i. Briefly explain the urban informal sector including special features of the sector. (03 Marks)
 - ii. Explain the advantages and disadvantage of the urban informal sector. (06 Marks)



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- iii. Explain three policies to promote the urban informal sector of an economy.
 (03 Marks)

Question 05

- (a) Briefly explain the concept of brain drain. (02 Marks)
- (b) Typically, health and education levels are much higher in high-income countries. This implies that the higher the income, the higher the spending on health and education. People will spend more on human capital when income is higher. However, it is difficult to justify that the income increase is being adequately used to invest in children's education and wealth. Comment. (04 Marks)
- (c) Income inequality can be identified as the extent to which income is evenly distributed within a population. Education acts as a powerful weapon in providing solutions for inequality. However, the educational systems of many developing countries sometimes act to increase income inequality rather than decrease it. Discuss. (08 Marks)
- (d) A major reason for the relatively poor performance of agriculture in low-income regions has been the neglect of this sector in the development priorities of their governments. Explain three reasons for the involvement of the government in the agricultural sector. (06 Marks)

Question 06

- a) "The world population problem is not just a matter of expanding numbers but also one of rising material comfort and limited resources. It is as much a problem caused by developed nations as it is one deriving from developing countries." Comment on this statement. (10 Marks)



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- b) Outline and comment briefly on the various policy options available to developing countries' governments in their attempt to modify or limit the rate of population growth. (10 Marks)

Question 07

- (a) The excess of foreign expenditures over receipts can significantly retard development efforts. Name four consequences of having foreign expenses than foreign receipts. (04 Marks)
- (b) Briefly explain the accounts of the balance of payments. (06 Marks)
- (c) The accumulation of foreign debt and the emergence of the debt crisis in most developing countries can be considered as one of the major topics that discussed in the global context. Most countries implement stabilization policies with International Monetary Funds (IMF) to overcome these economic failures. Explain the four basic components of a typical IMF program with examples taken from Sri Lankan context. (10 marks)

Question 08

Write brief explanatory notes on any two (02) of the following. (20 Marks)

- a) Foreign aid, foreign direct Investment and economic growth in developing countries.
- b) Major causes and consequences of environmental degradation? What policies and measures could be used to mitigate the problem?
- c) The contributions of agriculture sector in economic development. What prevents the agriculture sector making contribution in developing countries?

-----END OF THE QUESTION PAPER-----