



**Institute of Human Resource Advancement (IHRA)  
University of Colombo, Sri Lanka**

**Master of Business Management**

**Course No: 11/2023 – 3rd Trimester Examination  
(Held in June, 2024)**

**MBM 5331 – Human Resource Mangement**

**Instructions to the Candidates**

1. This paper consists of eight (08) questions and four (04) pages.
2. Answer any **five (05)** questions only.
3. Time allocated for the examination is **three (03) hours**.
4. Write your Index Number on all pages of answer script.
5. If a page or a part of this question paper is not printed, please inform the Supervisor immediately

1)

- a) Describe the purpose of 'Job Analysis' giving examples.
- b) How does the HR department predict the supply of human resources in an organization, give examples to elaborate your answer.

**(20 Marks)**

2) It is a critical function of human resource management and plays a significant role in shaping the talent pool and the overall success of an organization. Effective recruitment practices are essential for attracting top talent, building a skilled workforce, and supporting organizational growth and success.

- a) What are the different types of recruitment needs in an organization? Elaborate
- b) What are the key functions that could affect the recruitment policy? Show the link with examples

**(20 Marks)**

3) A bias refers to a systematic tendency or inclination, either towards or against something, which affects judgment, decision-making, or perception in a way that is often unfair, inaccurate, or irrational. Biases can manifest in various forms and can arise from cognitive, social, or decision-making processes.

- a) In assessing the above statement, what are the types of 'biases' that could affect the performance appraisal decisions? Provide suitable examples to support your/answer.
- b) Why Performance Appraisal (PA) is required in any organization and list out the 14 characteristics of an ideal Performance Management (PM) system.

**(20 Marks)**

4) Talent management refers to the strategic process of acquiring, developing, retaining, and deploying skilled and talented individuals within an organization to achieve its business objectives effectively. The goal of talent management is to ensure that the right people are in the right roles, equipped with the necessary skills and opportunities to contribute to the organization's success in the long term. It's crucial for businesses to invest in talent management to maintain a competitive edge and adapt to changing market conditions.

- a) If business is to adapt to changing market conditions, explain the benefits of 'Talent Management' as per the above statement.
- b) What is recruitment? What are the various internal and external sources of recruitment?

**(20 Marks)**

5) Work-life balance refers to the equilibrium between professional responsibilities and personal activities or interests. Achieving a healthy work-life balance is essential for overall well-being, productivity, and satisfaction.

a) Taking into consideration above, explain the 'Work-Life Triangle with suitable examples for each component.

b) 'Work-Life Balance' is a resource allocation; do you agree with this statement? Explain using examples.

**(20 Marks)**

6)

a) What are the different types of knowledge that exist in an organization? Elaborate with suitable examples

b) Illustrate and discuss how knowledge is transferred in an organization among employees to retain key information valid for the organization.

**(20 Marks)**

7) Outsourcing is the practice of contracting out certain business functions or processes to external third-party vendors or service providers, rather than handling them in-house. This practice is commonly employed by organizations to streamline operations, reduce costs, access specialized skills or resources, and focus on core business activities.

Overall, outsourcing can be a valuable strategy for organizations to optimize operations, drive efficiency, and remain competitive in a global marketplace. However, careful consideration of the potential benefits, risks, and challenges is essential in determining the suitability of outsourcing for specific business functions or processes.

i. Discuss and deliberate the advantages and disadvantages of outsourcing.

ii. Explain the different types of outsourcing methods using examples.

**(20 Marks)**

8) Write short notes on any 4 (four) of the following.

- i. Succession Planning and its importance.
- ii. Centralized and Decentralized recruitment
- iii. Good HR practice and its importance to HRM.
- iv. Organizations going global, advantages and disadvantages.
- v. Psychological Contract Vs Employment Contract.
- vi. Technological changes and their impact on HRM.

**(20 Marks)**

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**MBM 5332 – Operations Management**

**Instructions to the Candidates**

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2. Answer any **five (05)** questions only.
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01. A medium-sized furniture manufacturing company is evaluating its conversion process to improve operational efficiency and product quality. As a newly appointed operations manager, you are asked to provide information on the following.

- i. Define the conversion process in the context of operations management, and describe how it relates to the firm's overall performance.

(10 Marks)

- ii Identify and describe the key elements involved in the conversion process for a furniture manufacturing company. Explain how these elements interact to transform raw materials into finished products.

(10 Marks)

**(Total: 20 Marks)**

02. i. A small furniture workshop, "Crafty Designs," specializes in creating custom-made wooden furniture on demand. What is the most appropriate **production process** for this furniture workshop? Briefly explain five advantages of the production process that you have identified.

(06 marks)

- ii. Assume that you are the Operations Manager for a large-scale garment factory that produces large quantities of garments that must be processed on an ongoing basis. What is the most appropriate **production process** for this garment factory? Briefly explain five advantages of the production process that you have identified.

(06 marks)

- iii. Define product layout and process layout in the context of facility design in operations management. Highlight the key differences between these two layout types.

(08 marks)

**(Total 20 Marks)**

- 03 i. "Costs of quality are the costs associated with preventing, detecting, and remediating quality issues of products."

Discuss four types of costs of quality, with appropriate examples.

(08 marks)

- ii. "A lean organization is often recognized for its focus on eliminating waste to optimize processes and maximize value delivery."

Discuss the seven sources of waste identified by Taiichi Ohno.

(12 marks)

**(Total 20 Marks)**

04. i. Define demand forecasting and explain its significance in the context of operations management. Explain how accurate demand forecasting contributes to organizational success and competitive advantage.

(12 marks)

- ii. Demand for a product for the last 5 periods is given below:

Period	July	August	September	October	November
Demand (units)	1300	1700	1900	2300	2400

Compute the forecast for December using,

- a. Three-month weighted moving average with weights of 0.50, 0.30, and 0.20 for the most recent demand values respectively

(03 marks)

- b. Simple three-month moving average

(02 marks)

- c. Exponential smoothing with  $\alpha = 0.5$  and the forecast for November is 2450 units

(03 marks)

**(Total 20 Marks)**



05. i. XYZ Hardware Store sells a particular type of power tool. It costs the firm Rs. 6,000 each time it places an order with the manufacturer for the power tool. The cost of carrying one power tool in inventory for a year is Rs 1,250. The store manager estimates that the total annual demand for power tools will be 2,000 units, with a constant demand rate throughout the year. Orders are received within 02 days after the placement of an order. The store is open for business 200 days of the year.

Determine the following.

- a. Economic Order Quantity

(05 marks)

- b. Re-order point.

(05 marks)

- ii. Describe what is meant by outsourcing. And, discuss Four (04) reasons why firms go for outsourcing.

(10 marks)

**(Total 20 Marks)**

06. The efficient management of supply chain activities is crucial for enhancing competitiveness and achieving strategic objectives in today's business environment. As an operations manager, you are tasked with optimizing the supply chain of a global manufacturing company.

- i. Define supply chain management and its significance in the operations management context. And, explain how effective supply chain management contributes to organizational success.

(10 marks)

- ii. Evaluate the importance of supply chain integration and collaboration in enhancing supply chain performance.

(10 marks)

**(Total 20 Marks)**

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**MBM 5333 – Marketing Management**

**Instructions to the Candidates**

1. This paper consists of six (06) questions and four (04) pages.
2. Answer any **four (04)** questions only.
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### Question 01

'Marketing has been recognized as a key aspect of the organization than ever before as it is much more advanced than sales:

- i. Do you agree with the above statement? Elaborate with an appropriate example.  
(5 Marks)
- ii. Discuss the role of the marketing manager in a typical FMCG organization with an appropriate example.  
(10 Marks)
- iii. Elaborate on possible challenges a marketing manager faces in a service-oriented organization by taking an example from your choice of an organization.  
(10 Marks)

**(Total; 25 Marks)**

### Question 02

'Modern organization does not consider 4P's instead 7P's'

- i. Elaborate your views on the above statement and introduce both concepts of 4Ps and 7Ps.  
(5 Marks)
- ii. Design a chart indicating how you could use a marketing mix along with the product of your choice and explain how you would address every concept with suitable examples.  
(10 Marks)
- iii. Indicate how the traditional marketing mix could vary concerning a digital marketing effort.  
(10 Marks)

**(Total; 25 Marks)**

### Question 03

‘Identification of the product and positioning a product in the minds of the customer is highly challenging in the current market setting.’

- i. Elaborate on your agreement/disagreement with the above statement.  
(5 Marks)
  - ii. Indicating the challenges you could recognize in the present market recognize the need for an integrated marketing communication (IMC) process to achieve the marketing objectives of the firm. Explain your answer with an appropriate example.  
(10 Marks)
  - iii. Elaborate 5 factors and 4 components to consider in designing the IMC process for an organization.  
(10 Marks)
- (Total; 25 Marks)**

### Question 04

‘Customer retention and assuring repeat customers is much more expensive than generating a new customer.’

- i. Elaborate the above statement with your agreement or disagreement.  
(5 Marks)
  - ii. Design a Customer Relationship Management (CRM) process briefly for a selected organization.  
(10 Marks)
  - iii. Differentiate between the organizational buying process and the consumer buying process.  
(10 Marks)
- (Total; 25 Marks)**



### Question 05

"The development of new products has become crucial in today's market, as organizations are facing shorter product life cycles."

- i. Do you agree with the above statement? Elaborate.

(5 Marks)

- ii. Elaborate on the distinction between invention and innovation, emphasizing their significance for medium and small-scale organizations indicating the necessity of conducting market surveys and outline practical methods for executing market survey effectively.

(10 Marks)

- iii. Explain new product development process along with an appropriate example.

(10 Marks)

**(Total; 25 Marks)**

### Question 06

Write short notes on the following.

- i. Brand Management
- ii. Product Life cycle
- iii. Digital marketing Vs. Online marketing
- iv. Holistic Marketing concept
- v. Green marketing

(5 Marks each: Total 25 marks)

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