



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

Master of Business Management

**Course No 10/2022 -3rd trimester Examination
(Held on March/April 2023)**

MBM 5331 – Human Resource Management

Instructions to the Candidates

1. This paper consists of eight (08) questions and three (03) pages.
2. Answer only five (05) selected questions.
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. What do you understand by a 'Physiological Contract'? (10 Marks)
B. Compare the 'physiological Contract' with an 'Employment Contract' and explain the differences between them? Give examples where applicable. (10 Marks)
2. A. What do you understand by the term Recruitment? State your own definition. (10 Marks)
B. What are the three (3) types of recruitment needs in an organization? Discuss giving examples. (10 Marks)
3. A. What are the objectives of Training and Development? (10 Marks)
B. If an organization needs to develop its workforce it needs frequency of 'on the job and off the job' training, elaborate this statement by giving examples to your answer. (10 Marks)
4. A. Define Performance Management in your own words? (10 Marks)
B. Discuss how a poorly implemented PM system can affect, on
 - i. Employees
 - ii. Managers
 - iii. Organization(10 Marks)

5. A. SWOT analysis is a tool used in the strategic HR process. Explain in detail, the importance of this tool in the process of SHRM.

(10 Marks)

- B. What do you understand by the term 'best-fit' approach in SHRM?

(10 Marks)

6. A. What do you understand by 'Work-Life Balance

(10 Marks)

- B. What are the HR solutions that could be recommended for a better work-life balance in organizations?

(10 Marks)

7. A. Define in your own words what is 'Human Resource Planning' or HRPlanning?

(10 Marks)

- B. The HR Planning must be separate from an organization's overall strategy'

Is this statement 'True' or 'False' give, an explanation for your answer with examples to prove your argument.

(10 Marks)

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

A. Green HRM and its impact on HRM

B. Contemporary Issues in HRM

C. Outsourcing and its dark side.

D. Organization going global.

E. Performance Appraisal systems in Government Organizations.

F. Technological changes and its impact on HRM.

(05 Marks each)



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MBM 5332 - Operations Management

Instructions to the Candidates

1. This paper consists of five (05) questions and four (04) pages.
2. Answer all five (05) questions.
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

01. "Firm competitiveness can be achieved through effective operations strategy".

- i. "Operations management in business involves converting operations inputs into outputs efficiently, in order to achieve desired results and its various functions."

Explain any four (04) key functions of operations management.

(08 Marks)

- ii. Discuss any three (03) competitive priorities of an effective operations strategy with suitable examples.

(12 Marks)

(Total: 20 Marks)

02. i. Assume that you are the Operations Manager for a gasoline refinery plant where petroleum (crude oil) is transformed and refined into useful products such as gasoline (petrol), diesel fuel, asphalt base, fuel oils, heating oil, kerosene, liquefied petroleum gas, and petroleum naphtha.

Identify what is the most appropriate facility layout for this plant and why? Briefly explain three (03) advantages of that layout type.

(06 Marks)

- ii. To establish a tyre manufacturing plant in Sri Lanka, your CEO is searching for the best location.

Advise him on the factors to be considered in choosing the best location.

(06 Marks)

- iii. "Factory layout is not merely an engineering or architectural process. It involves legal considerations also."

Do you agree with this statement? Justify your answer with examples from Sri Lanka.

(08 Marks)

(Total: 20 Marks)

03. i. "The quality of a product depends on both design and operations."

Discuss this statement with examples.

(06 Marks)

- ii. "Service quality is hard to measure compared to product quality."

Discuss.

(06 Marks)

- iii. What is meant by Six Sigma?

(03 Marks)

- iv. Briefly explain the DMAIC approach which can be used in Lean Six Sigma.

(05 Marks)

(Total: 20 Marks)

04. i. Why demand forecasting is important in operations management? Elaborate your answer.

(06 Marks)

- ii. Describe what is Enterprise Resource Planning (ERP), and list three (03) main benefits of implementing an ERP system in a manufacturing organization.

(06 Marks)

- iii. Demand of a product for the last Four (04) months is given below

| Period | January | February | March | April |
|----------------|---------|----------|-------|-------|
| Demand (units) | 200 | 250 | 200 | 220 |

Find the forecast for the month of May using,

- (a) A weighted average of 0.50 for April, 0.30 for March, and 0.20 for February,
- (b) Simple three-month-moving average, and
- (c) Exponential smoothing with a smoothing factor equal to $\alpha = 0.4$, and assuming the April forecast is 225 units.

(08 Marks)

(Total: 20 Marks)

05. i. "Global supply chain management (GSCM) is the distribution of goods and services throughout a transnational company's global network to maximize profit and minimize waste. Although it is expanding, there are certain obstacles in the global supply chains." Briefly discuss five (05) key obstacles to expanding GSCM.

(12 Marks)

ii. Explain what is Reverse Logistics (RL) and why it is important for a firm?

(08 Marks)

(Total: 20 Marks)



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MBM 5333 – Marketing Management

Instructions to the Candidates

1. This paper consists of five (05) questions and three (03) pages.
2. Answer any four (04) questions.
3. Time allocated for the examination is **three (03) hours**.
4. Write your Index Number on all pages of answer script.
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1. "The behavior that consumers display in searching for, purchasing, using, evaluating and disposing of products, services and ideas."

i. Why consumer behavior is important to the business organizations? Explain your answer with examples.

(10 Marks)

ii. Conduct the external environmental analysis for selected business organization as per your choice and comments on the future market potentialities of your selected organization's products.

(15 Marks)

(Total 25 Marks)

2. i. Explain the important of market segmentation for the firms in the modern business environment.

(10 Marks)

ii. Assume that you are the head of sales and marketing of the television manufacturing company. Your CEO has asked to produce a report on market segmentation of televisions and market targeting strategies for the company television brands for forward to the Director Board of the company. Make any assumptions, which are necessary about the company, if required.

(15 Marks)

(Total 25 Marks)

3. i. "Some industries are profitable where as some industries are not." Discuss the above statement using appropriate examples.

(10 Marks)

- ii. Perform a competitor analysis for selected industry as per your choice and comment on its profitability and attractiveness level using the results of your analysis.

(15 Marks)

(Total 25 Marks)

4. i. Explain the 'Product Mix' using appropriate examples. What factors affect on changing the Product Mix strategies?

(10 Marks)

- ii. Explain the 'new product development process' emphasizing it's important to the business organization.

(15 Marks)

(Total 25 Marks)

5. Write short notes on the following concepts;

- i. Family life cycle
- ii. Market positioning
- iii. Product mix strategies
- iv. Product life cycle
- v. Types of distribution channels

(Total 5 x5 = 25 Marks)
