



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

Master of Human Resource Management – 14/2024

**2nd Trimester Examination
(Held in January 2025)**

MHRM 5231 – Performance and Compensation Management

Instructions to the Candidates

1. This paper consists of seven (07) questions and three (03) pages.
2. Answer **FIVE (05) Questions.**
4. Time allocated for the examination is **three (03) hours.**
5. All Questions Carry Equal Marks. (20 marks for each).
6. Write your Index Number on all pages of answer script.

If a page or a part of this question paper is not printed, please inform the Supervisor immediately

1. a. In the context of work, define the following terms:
 - i. Performance
 - ii. Performance management
 - iii. Performance appraisal

(5 marks)
- b. Describe the challenges that managers encounter when conducting performance appraisals for employees.

(5 marks)
- c. Explain the actions the HR Department should take to help the managers overcome these challenges.

(10 marks)
2. Describe, with examples, factors influencing the external competitiveness in compensation.

(20 marks)
3. Describe how you would develop the following performance measurement tools giving appropriate examples:
 - a. Behaviorally Anchored Rating Scales (BARS)
 - b. Management by Objectives (MBO)

(10 marks each)
4. a. Explain the link between business strategy and pay strategy

(5 marks)
- b. Describe the pertinent features of the compensation systems suitable for the following business strategies:
 - i. Innovator strategy (increase product features)
 - ii. Cost-cutter strategy (focus on efficiency)
 - iii. Customer focused strategy (increase customer satisfaction)

(5 marks each)
5. As the HR Manager of a large organization, you have conducted a market salary survey, and you have received the report. Explain the steps you would take to prepare the salary structure for the organization using the survey information.

(20 marks)

6. Briefly differentiate these compensation concepts:

- a. Traditional pay approach and total reward approach
- b. Entitlement-based approach and merit-based approach
- c. Egalitarian structures and hierarchical structures
- d. Short-term pay-for-performance plans and long-term pay-for performance plans

(5 marks each)

7. The Management of your organization has identified that the labour cost is increasing and it's impacting the product pricing. Describe in details the possible methods you could implement, as the HR Manager, to manage labour cost.

(20 marks)



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MHRM 5232 – Labour Law and Industrial Relations

Instructions to the Candidates

1. This paper consists of seven (07) questions and three (03) pages.
2. Answer **Five (05) Questions**.
3. Time allocated for the examination is **three (03) hours**.
4. All Questions Carry Equal Marks. (20 marks for each).
5. Write your Index Number on all pages of answer script.

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Question ONE

"Employee involvement and participation have been at the heart of industrial relations since its inception, although much of the contemporary terminology has moved away from 'industrial democracy' employed by the Webbs in 1898. The labels and terms for employee involvement and participation have expanded and varied over time, reflecting different disciplinary bases (industrial relations, human resource management, psychology and political science), changing socio-economic contexts, competing goals between management, labour and government, and a variety of practices. This complexity has become problematical because not all terms are equivalent in their meanings and their different parameters are not always clearly defined."

Critically analyse the above statement in relation to industrial democracy and present your recommendations how to improve employee participation and employee involvement in your organization. **(20 Marks)**

Question TWO

It is necessary to distinguish between the contract for service and contract of service. One of the reasons is because an employer is liable for any incidents caused by his employee's neglectful acts.

Do you agree with this statement? Give reasons for your answer. **(10 Marks)**

What are the tests applied by the courts to identify an employee in an organization? **(10 Marks)**

Question THREE

Indicate whether the following statements are true or false and explain the reasons for your answers.

- (a) A Russian nationalist who is working for XYZ company Ltd in Wattala on a contract basis for the last one year is not entitled for Employee Provident Fund (EPF).
- (b) Casual employees, who have worked in an organization for over a year, will have the right to permanent employment.
- (c) An employer can take legal action against an employee for engaging in his own business while working for the organization.
- (d) An employee refuses to accept a transfer, believing that the transfer is an unfair act on the part of the management, given the personal difficulties he is facing currently.

(05 Marks for each part)

Question FOUR

Sri Lanka is at a crucial juncture in its economic development, with the International Monetary Fund coming to the rescue for the 17th time after declaring bankruptcy after 74 years of independence. In this context, Sri Lanka's outdated labour laws must undergo significant reforms to progress and attract foreign investment. For example, the existing Shop and Office Employees act which was introduced in 1954, has proven to be complex and not facilitate with the digital environment.

Assume that you have been appointed as an expert in this area of law to propose the amendments to shop and office employees act to submit for the forthcoming session of the Sri Lanka Law Commission. Prepare the report with necessary amendments to be introduced to the Shop and Office Employees Act with particular reference to facilitate the emerging trends associated with digital workplace.

(20 marks)

Question FIVE

The "General Guidelines for Factory Buildings" have been prepared to assist the Investors, Architects and Engineers who are entrusted the task of designing/constructing the factories and other ancillary buildings of BOI projects.

Explain the main provisions relating to safety, health, welfare and approval of factory building plans under the Factories Ordinance.

(20 Marks)

Question SIX

In Sri Lanka, labour law doesn't prescribe a mandatory notice period for individual employee terminations. However, the Termination of Employment of Workmen (Special Provisions) Act No. 45 of 1971 (TEWA Act) governs specific circumstances related to termination, particularly in cases of retrenchment.

Explain the procedure apply in a case of termination of an employee by the employer under the TEWA Act and the requirements should be followed by the employer on non-disciplinary grounds.

(10 marks)

Explain the compensation formula gazetted under the TEWA Act for an employee terminated on non-disciplinary grounds.

(10 Marks)

Question SEVEN

As the only United Nations entity dedicated to the world of work, the ILO is built on the foundation of tripartism and social dialogue. ILO efforts in Sri Lanka are closely aligned with national priorities, and the UN Sustainable Development Cooperation Framework, and are rooted in advancing social justice and decent work for all Sri Lankan people.

Briefly explain the scope and application of ILO conventions which has ratified by Sri Lanka and incorporated into the domestic law.

(20 Marks)



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MHRM 5233 – Organizational Behaviour

Instructions to the Candidates

1. This paper consists of six (06) questions and three (03) pages.
2. Answer **Four (04) Questions**.
4. Time allocated for the examination is **three (03) hours**.
5. All Questions Carry Equal Marks. (25 marks for each).
6. Write your Index Number on all pages of answer script.

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1.

- i. Define an organization and describe the key aspects of this definition.

(05 marks)

- ii. Explain how instability and complexity characteristics of the environment are likely to affect organizations.

(05 marks)

- iii. "Direct environmental forces which exert a more specific impact on the organization".

Identify the major direct environmental forces and explain how these forces can affect the organization's operation.

(15 marks)

(Total 25 Marks)

2. i. Define Motivation and briefly explain the basic motivational process at work.

(05 marks)

- ii. Explain Herzberg's Two-Factor Theory and how this theory can be applied to employee motivation.

(10 marks)

- iii. "An individual's belief in their ability to successfully execute a specific task or behavior" Explain Bandura's Self-Efficacy theory and discuss the four ways of increasing Self-Efficacy.

(10 marks)

(Total 25 Marks)

3. . i. Describe what personality is and the key characteristics of personality.

(05 marks)

- ii. "The probable consensus is that the two broad categories of factors such as heredity and environment factors jointly affect personality development." Identify the two types of factors and briefly explain how those factors affecting employee behaviour.

(12 marks)

- iii. Identify the big five personality traits and briefly explain how the big five traits predict behaviour at work.

(08 marks)

(Total 25 Marks)

4. i. The perception process is influenced by three major factors such as characteristics of the perceiver, object and situation. Explain how these factors influence employees' perception

(07 marks)

- ii. "Attribution theory tries to explain the ways in which we judge people differently, depending on the meaning we attribute to a given behavior." According to this theory, explain with examples the following concepts of attribution theory:

- (a) Internally caused behavior and externally controlled behavior.
- (b) Three determinants factors of attribution

(12 marks)

- iii. Explain the shortcuts individuals use in making judgements about others

(06 marks)

(Total 25 Marks)

5. i. Explain the concept of learning and how does learning differ from the change in behavior that occurs due to biological maturation.

(10 marks)

- ii. Describe the three basic models of learning and explain how each model differs from one another and which one of these models describe the process of learning more completely?

(15 marks)

(Total 25 Marks)

6. Briefly describe/explain any **Five (05)** of the following:

- i. Influences on attitude formation
- ii. Mechanism of attitude change
- iii. Cognitive dissonance Theory
- iv. Reinforcement strategies
- v. Transactional analysis
- vi. Johari Window (psychological model)
- vii. Stimulating conflict
- viii. Factors Contributing the Group Cohesiveness

(05x05=25 Marks)
