



Faculty of Management and Social Sciences  
Department of Management and Business Studies  
BMgt (Hons) in Human Resource Management  
Course CODE: BMgt 559

### Year 3 Semester II

### END SEMESTER EXAMINATION

### Corporate Social Responsibility & Ethics - MGHR 3327



- This paper consists of EIGHT questions on FOUR (04) 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:2023.10.07

Pass mark: 40%

Time: 03 Hours

#### Question 01 (Compulsory)

XYZ Corporation, a major player in the pharmaceutical industry, has been manufacturing a life-saving drug for a rare disease. The drug has recently been linked to severe side effects in a small percentage of patients. The company's leadership is aware of these issues but has chosen to downplay the risks and continue marketing the drug due to its profitability.

The dilemma revolves around an employee, Sarah, who works in the research and development department. She has uncovered evidence that clearly shows the dangers associated with the drug and the company's knowledge of these risks. Sarah is deeply concerned about the potential harm to patients and the ethical implications of the company's actions.

- a) What are the potential consequences, both positive and negative, for Sarah if she decides to blow the whistle on XYZ Corporation's actions? (04 Marks)



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- b) Analyze the various ethical frameworks (e.g., utilitarianism, deontology) that Sarah could use to evaluate her decision to blow the whistle. How might these frameworks influence her choice? (08 Marks)
- c) What ethical steps and considerations should Sarah take into account when deciding how to proceed, and what advice would you offer her as an ethics consultant? (08 Marks)

### Question 02

Shell Corporation is a multinational technology company that produces and sells cutting-edge electronic devices. The company prides itself on innovation and has a strong commitment to employee welfare. However, in recent months, a contentious issue has emerged in the Human Resources (HR) department regarding overtime policies and employee well-being.

Shell Corporation has been experiencing increased demand for its products, leading to a higher workload for its employees, particularly in the production department. To meet this demand, the company has implemented a mandatory overtime policy, which requires employees to work extra hours beyond their regular shifts. While this policy has helped the company meet its production targets, it has raised ethical concerns within the HR department.

- a) How does this mandatory overtime HR policy align with the utilitarian principle of promoting the greatest good for the greatest number? (10 Marks)
- b) How might this situation be viewed from a deontological perspective, particularly in terms of principles such as human rights and moral duties? (10 Marks)



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### Question 03

Discuss the ethical responsibilities of businesses towards the environment. How can businesses balance their profit motives with environmental sustainability? Provide examples and arguments to support your analysis. (20 Marks)

### Question 04

- a) How can employees strike a balance between their ethical responsibilities to their employers and their ethical responsibilities to society, particularly in situations where they might feel pressured to engage in unethical behavior? Discuss using an example (10 Marks)
- b) How can organizations develop and implement a code of ethics that effectively guides both employees and employers in making ethical decisions? (10 Marks)

### Question 05

- a) Describe what is mean by Corporate Responsibility. (05 Marks)
- b) Explain why do corporations have social responsibilities (15 Marks)

### Question 06

- a) Giving examples Explain the differences between Corporate Social Responsibility (CSR) and Creating Shared Value (CSV). (10 Marks)
- b) Explain how CSR strategy of an organization should be developed in the interest of broad range of stakeholders in an organization. Discuss the answer using Carroll's model of CSR. (10 Marks)



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### Question 07

- a) Discuss the ethical issues involved in business relationships with suppliers and competitors. (10 Marks)
- b) Multinational companies are often confronted with moral dilemmas because in international business, complexity rises from the combining of two or more national spaces, with its specific restrictions and values, without avoiding the international environment with its own standards."

Discuss this statement emphasizing the importance of ethics in the international business. (10 Marks)

### Question 08

"Ethical marketing can be practiced in the entire marketing mix." Do you agree with this statement? Discuss with examples. (20 Marks)

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



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### Research Methodology – MGHR 3426

- This paper consists of EIGHT (08) questions on NINE (09) 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: 2023.10.11

Pass mark: 40%

Time: 03 Hours

#### Question 01 (Compulsory)

Select the most suitable answer for the following MCQ questions.

1. What is a research hypothesis?
  - A. A proven fact in research
  - B. The final conclusion of a research study
  - C. An educated guess or prediction about the outcome of a study
  - D. A summary of research findings
2. What is the purpose of a control group in an experimental research design?
  - A. To ensure that the results are statistically significant
  - B. To provide a comparison group for assessing the effect of the independent variable
  - C. To eliminate any bias in the data collection process
  - D. To increase the generalizability of the findings



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3. What is a dependent variable in a research study?
  - A. The variable that is manipulated by the researcher
  - B. The variable that is not affected by the independent variable
  - C. The variable that is controlled by random assignment
  - D. The variable that is measured or observed to assess the impact of the independent variable
  
4. When conducting qualitative research, which data collection method is often used for in-depth exploration of a phenomenon?
  - A. Interviews
  - B. Surveys
  - C. Experiments
  - D. Observations
  
5. Which of the following is a common method for ensuring the reliability of research instruments?
  - A. Increasing the sample size
  - B. Using a double-blind design
  - C. Conducting a pilot study
  - D. Performing a meta-analysis
  
6. Which of the following is an example of a quantitative research method?
  - A. Case study
  - B. Ethnography
  - C. Content analysis
  - D. Survey



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7. What is the purpose of a research hypothesis?
  - A. To summarize the research findings
  - B. To establish causation between variables
  - C. To guide the research study
  - D. To collect primary data
  
8. Which of the following is NOT a characteristic of a well-formulated research hypothesis?
  - A. It is overly complex and lengthy.
  - B. It is testable.
  - C. It is clear and specific.
  - D. It is based on existing theory or evidence.
  
9. Which of the following is an example of a null hypothesis?
  - A. "There is a significant positive relationship between hours of study and exam scores."
  - B. "The weather affects people's mood."
  - C. "The more hours people spend online, the less time they spend socializing in person."
  - D. "There is no significant difference in the mean income of males and females in the population."
  
10. What is the primary goal of exploratory research design?
  - A. To test hypotheses and establish causation
  - B. To describe and understand a phenomenon in its natural setting



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- C. To collect quantitative data through surveys  
D. To replicate previous research studies
11. What is a conceptual framework in research?  
A. A diagram illustrating the physical layout of a research laboratory  
B. A visual representation of research findings  
C. A theoretical framework that provides a structured explanation of key concepts and their relationships  
D. A statistical model used for data analysis
12. How does a researcher develop a conceptual framework?  
A. By conducting a literature review and identifying relevant theories and concepts  
B. By creating a list of research questions  
C. By selecting data collection methods  
D. By analyzing the collected data
13. How does a conceptual framework differ from a theoretical framework?  
A. A conceptual framework is more specific and concrete.  
B. A conceptual framework is broader and more abstract.  
C. A conceptual framework is used exclusively in quantitative research.  
D. A theoretical framework is only applicable in qualitative research.
14. Which of the following is a descriptive statistic commonly used to measure the central tendency of a data set?  
A. Variance





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- B. Standard deviation
  - C. Mean
  - D. Correlation coefficient
15. What is the primary goal of exploratory data analysis (EDA)?
- A. To confirm pre-existing hypotheses
  - B. To identify patterns and relationships in the data
  - C. To calculate effect sizes
  - D. To determine the research design
16. What is the first step in data analysis for many research studies?
- A. Data cleaning
  - B. Data visualization
  - C. Data interpretation
  - D. Data collection
17. In inferential statistics, what is the p-value used to determine?
- A. The sample size needed for a study
  - B. The range of values in a data set
  - C. The strength of evidence against the null hypothesis
  - D. The mean of a data set
18. What is the relationship between a research problem and a conceptual framework?
- A. The research problem is a subset of the conceptual framework.
  - B. The conceptual framework is a subset of the research problem.



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- C. They are unrelated concepts in research.
  - D. The research problem is a synonym for the conceptual framework.
19. What is a key characteristic of purposive sampling in qualitative research?
- A. Selection of participants based on specific criteria relevant to the research question
  - B. Random selection of participants
  - C. Use of a large sample size
  - D. Recruitment of participants from diverse geographical locations
20. Which of the following is NOT a common criterion for assessing the quality of qualitative research?
- A. Credibility
  - B. Transferability
  - C. Dependability
  - D. Sample size

(01 Mark\*20 = 20 Marks)

### Question 02

- (a) What is mean by Research Paradigm? (04 Marks)
- (b) Distinguish Between the Positivism and Constructivism of Research Epistemologies (06 Marks)
- (c) "A research problem is a statement about an area of concern, a condition to be improved, a difficulty to be eliminated, or a troubling question that exists in scholarly



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literature, in theory, or in practice that points to the need for meaningful understanding and deliberate investigation.”

Critically comment on the above statement, briefly explaining on the purpose, conceptualization and sources of investigation (10 Marks)

### Question 03

- (a) List down the Steps in the Research process. Explain with a real example, how those steps are incorporated in to a research study (10 Marks)
- (b) Briefly explain the Inductive and Deductive approaches for a research (06 Marks)
- (c) List down two (02) advantages and two (02) disadvantages of a Qualitative Research Study (02 Marks)

### Question 04

Why is the review of literature important in research? Explain your answer with relevant examples. (20 Marks)

### Question 05

- (a) What is the purpose of using a referencing style in academic research, and how does it contribute to the quality and integrity of a research paper? (05 Marks)
- (b) Referencing can be identified as 'in text citation' and 'referencing list', explain the difference. (05 Marks)
- (c) Write the correct in-text citation format for the below given references extracted from a reference list. (05 Marks)



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- (i) Pears, R. & Shields, G. (2019) *Cite them right: the essential referencing guide*. 11th revised and expanded edn. London: Red Globe Press
- (ii) Archer, L., DeWitt, J., & Wong, B. (2014) 'Spheres of influence: what shapes young people's aspirations at age 12/13 and what are the implications for education policy?' *Journal of Education Policy*. 29(1) pp.58-85.  
 Available at: <https://doi.org/10.1080/02680939.2013.790079>.
- (d) The literature sources available to help you to develop a good understanding of, and insight into, previous research. Explain any two literature sources familiar to you.  
 (05 Marks)

### Question 06

- (a) What do you mean by 'research design'? (05 Marks)
- (b) Briefly explain, three (03) consideration factors of research design. (15 Marks)

### Question 07

- (a) Briefly explain the term 'research philosophy'. (05 Marks)
- (b) "First of all, we need to think about which research philosophy the researcher needs to adopt". Discuss how important the above statement is to conduct successful research. (Illustrate your answer with examples.) (15 Marks)

### Question 08

Human Resource Management department of CINEC is interested in studying the factors influencing the Employee Job Satisfaction at CINEC. Research team suggested the conceptual framework given below to after critical review of the literature.



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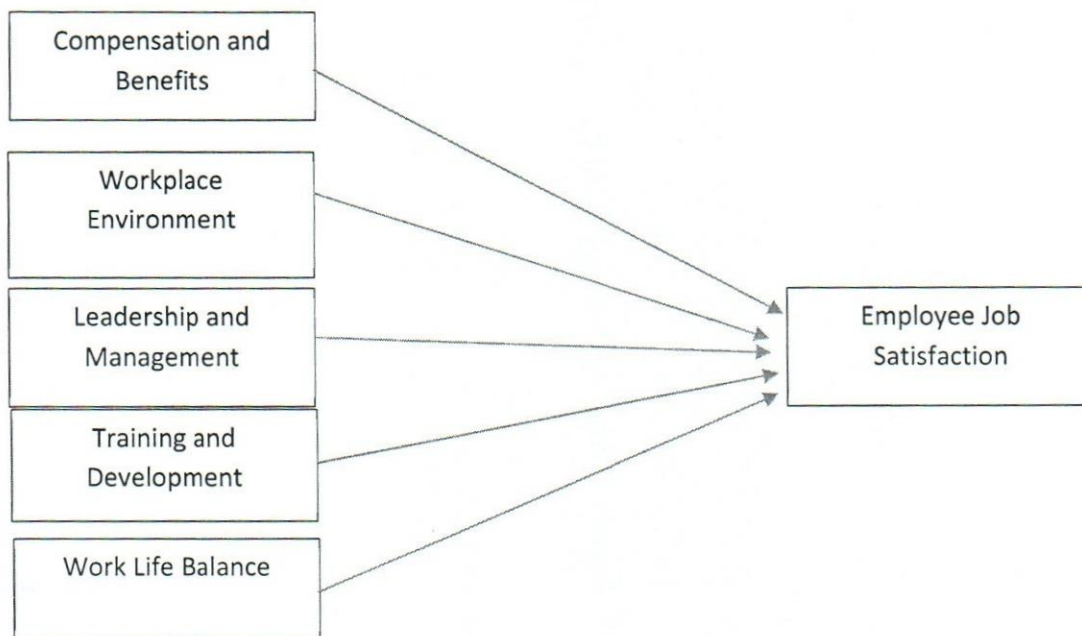


Figure 1: Conceptual framework for Employee Job satisfaction study

- Write THREE objectives for the above study. (03 Marks)
- Identify the Independent variable/s of the above study. (05 Marks)
- Identify the dependent variable/s of the above study. (02 Marks)
- Identify TWO research questions associated with the above conceptual framework. (02 Marks)
- Write FIVE research hypotheses associated with the above conceptual framework. (in all five cases null hypotheses and alternative hypotheses need to be clearly mentioned.) (05 Marks)
- Suggest a suitable data collection method for the above study, justify your answer. (03 Marks)

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

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Year 3 Semester II  
END SEMESTER EXAMINATION  
**Organizational Change & Development - MGHR 3325**

- 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: 2023.09.26

Pass mark: 40%

Time: 03 Hours

**Question 01: (Compulsory)**

Assume you are working as a consultant to a local supermarket chain. Your company has identified issues in working with traditional systems and processes, creating organizational performance issues. Some problems emerged in managing employee resistance towards change, and the organization requires your support in creating an effective change management program.

- (a) Define the term change management in the organizational context (03 Marks)
- (b) Briefly analyze the internal and external triggers of change applicable to the above organization (07 Marks)
- (c) Identify bottlenecks of the change management process, highlighting methods of eliminating each type of bottleneck (10 Marks)

**Question 02**

Transformational change is a type of organizational change that completely reshapes organizations. Managers make significant efforts in managing transformational changes created through internal and external environmental disruptions.

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- (a) Distinguish between transformational and transitional changes using examples  
(03 Marks)
- (b) Briefly explain the holistic role of managers in managing transformational change  
(07 Marks)
- (c) Explain the process through which transformational ideas emerge, highlighting management actions required to take under each stage  
(10 Marks)

### Question 03

Mergers and acquisitions happen all over the world in making inevitable changes. The most crucial aspect of mergers and acquisitions is creating cost-efficient operations to expand a company's geographic coverage in international markets, obtain new technologies, generate trends among people, and access competitive capabilities.

- (a) Define the term trans-organizational change  
(03 Marks)
- (b) Distinguish between trans-organizational changes and trans-organizational systems  
(07 Marks)
- (c) Critically evaluate different types of trans-organizational changes  
(10 Marks)

### Question 04

Innovation is creating new products, services, processes, and technologies that provide value to the target market. It typically involves developing and implementing new ideas to drive business growth. Innovation allows businesses to find new ways to solve problems and create new opportunities, often to increase revenue.

- (a) Define the term disruptive innovations  
(03 Marks)
- (b) Briefly explain types of innovation strategies  
(07 Marks)
- (c) Explain the innovation matrix highlighting significant changes based on technological newness and innovations' impact on the market  
(10 Marks)

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### Question 05

A transformation process is any activity or group of activities that takes one or more inputs, transforms and adds value, and provides outputs for customers. In the present context, organizations develop production processes based on an ideology of maximizing productivity while reducing waste within manufacturing operations.

- (a) Explain what is meant by waste in lean manufacturing (03 Marks)
- (b) Briefly explain five principles of lean manufacturing (07 Marks)
- (c) Elaborate social, technical systems model highlighting how socio-technical systems are used in work design (10 Marks)

### Question 06

Samagi Dairy Products is a leading dairy products manufacturing company in Sri Lanka. As a leading company, the organization faces issues in managing the performance of employees. As a solution for the above issues organization aims to create a digitalized performance management system before the above case create more adverse problems which impact the organizational performance

- (a) Explain the term resistance towards change (03 Marks)
- (b) List potential issues Samagi dairy products can face in implementing performance management systems (07 Marks)
- (c) Explain how Samagi dairy products follow step-by-step in sustaining changes using Kotter's eight-step model (10 Marks)



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### Question 07

Zaid apparels is a leading apparel exporting company headquartered in Sri Lanka. Zaid Apparel identified unproductive workers and divisions and focused on reducing the workforce as a measure to face economic downturns while lowering costs.

- (a) Explain the term downsizing (03 Marks)
- (b) Briefly explain the stages of the organizational lifecycle of Zaid apparel (07 Marks)
- (c) Explain different downsizing strategies Zaid Apparel can use without directly laying off employees (10 Marks)

### Question 08

Managerial obsolescence occurs due to the development of a substantial gap between the requirements of a job and the skills and abilities of a manager to perform such a job competently. The managerial obsolescence primarily because of the ability to keep up with the demands in the changing times

- (a) Define the term managerial obsolescence (03 Marks)
- (b) Distinguish between managerial training and managerial education (07 Marks)
- (c) Explain possible reasons for managerial obsolesces at individual, organizational and societal levels, highlighting methods of addressing managerial obsolescence (10 Marks)

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



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### END SEMESTER EXAMINATION

### Entrepreneurship- MGHR3328

- This paper consists of EIGHT (08) questions on THREE (03) 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: 2023.10.01

Pass mark: 40%

Time: 03 Hours

#### Question 01: (Compulsory)

“An entrepreneur is someone who designs, launches, and runs a new business”

- a) Briefly explain Entrepreneurship concept with your words. Use suitable examples and successful stories with related to Sri Lanka. (10 Marks)
- b) Discuss different traits of successful and unsuccessful entrepreneurs with suitable examples (10 Marks)

#### Question 02

Business owners share many of the same entrepreneurial characteristics and key elements of entrepreneurship. Developing these traits can help you become successful when launching your business.

- a) Imagine you as an undergraduate student who expects to start your own business. Briefly explain the different characteristics and Key Elements of Entrepreneurship that can be useful for your future business. (10 Marks)



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- b) Discuss 05 different types of entrepreneurs and their role in economic development. (10 Marks)

### Question 03

- a) Discuss the main factors impacting emergence of entrepreneurship concepts with suitable examples. (10 Marks)
- b) Explain difference between corporate entrepreneurship and social entrepreneurship concepts by providing relevant information. (10 Marks)

### Question 04

In business terms, the most important concept is known as "Thinking outside the Box". This is most essential for young entrepreneurs.

- a) Briefly explain "Thinking outside the Box" with appropriate examples. (05 Marks)
- b) Simply evaluate 5 Steps in the Creative Process Model for young entrepreneurs. (05 Marks)
- c) Simply discuss Barriers to Innovation related to Sri Lankan SME (Small and medium-sized enterprises) sector. (10 Marks)

### Question 05

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

- Intrapreneurship vs. Entrepreneurship
- Managerial Vs. Entrepreneurial Approach
- Entrepreneurial process
- Not all Innovations are Successful
- Female Entrepreneurs in Sri Lanka



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### Question 06

“Business Plan is a written document describing all relevant Internal and External elements, and strategies for starting a new venture”

- a) How do potential lenders and investors evaluate the business plan? (10 Marks)
- b) Identify fundamental types of plans and evaluate with appropriate information. (10 Marks)

### Question 07

- a) Discuss alternative routes to access small business ownership in Sri Lanka. (10 Marks)
- b) Highlight pros and cons of buying an existing business. (10 Marks)

### Question 08

“Any entrepreneurship activity requires some financing because the processes of production, investment, and marketing need various sources of financing”

Imagine you as a young entrepreneur in Sri Lanka. Discuss different financial sources that can be useful for your business development. Highlight both positive and negative impacts. (20 Marks)

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