



THE OPEN UNIVERSITY OF SRI LANKA
MASTER OF BUSINESS ADMINISTRATION IN HUMAN RESOURCE
MANAGEMENT
FINAL EXAMINATION –APRIL 2021
HRPA445/MSPA445/MCP2136 –STRATEGIC HUMAN RESOURCE MANAGEMENT
DURATION: 03 HOURS

Date: 03 APRIL 2021

Time: 01.30p.m. to 04.30p.m.

No. of Questions: 06

No. of Pages: 02

Instructions: Answer any Five (05) questions. All questions carry equal marks.
Please note that illegible hand writing will result in loss of marks.

[1]. Strategic HRM theory address major people issues that affect or are affected by the strategic plans of the organization. It provides the rationale for HR practitioners acting as strategic partners on an everyday basis.

Explain why Strategic Human Resource Management is important in the light of the above statement.

(20 marks)

[2]. Strategic implementation of HRM is work force utilization and employment practices. Taking into consideration these concepts, there is a set of best HR utilization and practices and adopting them will inevitably lead to superior organizational performance.

Explain the above statement. Use suitable examples to enhance your answer.

(20 marks)

[3]. The strategic role of HR Directors is to promote the achievement of the organization's business goals. Assume you are a HR Director and discuss how you would overcome strategic implementation challenges of HRM faced in this role. Use practical examples to illustrate your answer.

(20 marks)

[4]. High performance management systems are concerned with developing and implementing bundles of complementary practices that as an integrated whole will make a much more powerful impact on performance.

Briefly discuss how performance management systems can be used for the long term success of an organization with suitable examples.

(20 marks)

[5]. HR strategies are perfectly placed to develop and sustain the innovative cultural transformation required. Cultural change is needed to build innovation into the way people at all levels think and work every day. Describe how Human Resource Innovation can be used for the long term success of an organization.

(20 marks)

[6]. Write short notes on the following

- a. Learning Organizations
- b. Succession Plan
- c. Intellectual Capital
- d. HR Diversity

(4x5=20 marks)

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