

**THE OPEN UNIVERSITY OF SRI LANKA
FACULTY OF MANAGEMENT STUDIES
COMMONWEALTH EXECUTIVE MASTER OF BUSINESS/PUBLIC
ADMINISTRATION
FINAL EXAMINATION – 2021/2022
HRP9403/MSP9403/MCP1603- MANAGING HUMAN RESOURCES
DURATION: 03 HOURS**



Date: 03 APRIL 2022

Time: 9.30a.m. to 12.30p.m.

No. of Questions: 06

No. of Pages: 02

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

[1]. It is not until recently that research and practice have begun to pull together the three related disciplines of practices (strategic management, human resource management and organization outcomes) into more integrated approaches. Briefly explain how human resource management is linked to strategic management and organizational outcomes. Discuss a model that depicts the links, with a brief discussion of each link.

(20 marks)

[2]. You are a recruiter for your organisation. Your organisation is looking for a candidate to fill the Global Solution Manager position in a China-based global ICT corporation. The position requires the candidate to have the following skills and abilities:

- Excellent technical knowledge and hands on experience in ICT industry.
- Ability to multitask and handle short sales cycles and high volume.
- Strong sense of responsibility and commitment.
- Ability to manage projects independently.
- Minimum 5 years of experience in ICT industries in the Southeast Asia region.
- Excellent presentation skills, verbal and written communication, interpersonal skills as well as the ability to create and deliver executive briefings.
- Willingness to travel globally.
- Proficiency in Mandarin is an added advantage.

a) Based on the criteria mentioned in previous page, generate TEN (10) interview questions you would ask potential candidates.

(10 marks)

b) The most popular selection method is interview. Compare and contrast the THREE (3) common forms of interviews and then select one of the best approaches for this position? Justify with reasons.

(10 marks)

[3]. Performance appraisals are a routine exercise carried out by almost all organizations. Define and discuss the difference between 'performance appraisal' and 'performance management'. There are essentially several reasons for companies to carry out 'performance appraisals' periodically. Assess FIVE (5) reasons appraisals are carried out in organisations. Among those five reasons you identified, which one is the most likely the primary reason for the adoption of employee appraisals. Justify with reasons.

(20 marks)

[4]. The job characteristics model has several components that enhance employee jobs -- skill variety, task identity, task significance, autonomy, and feedback. Give an example illustrating how each component can be used to improve the organization and job of the employee. Considering Sri Lankan context answer this based on your experience of present or recent job.

(20 marks)

[5]. "With the COVID 19 and current economic crisis in the world, we had experiences that the business model has changed and turmoil created in the job market such as retrenchments and severance of employment contracts. In this scenario the importance of talent management is declining".

As a Human Resource Manager in a reputed company, critically evaluate the above statement.

(20 marks)

[6]. Write short notes on the following

- a. Employee/employer Relations
- b. Corporate Social Responsibility
- c. Change Management
- d. Business Ethics

(4x5=20 marks)

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