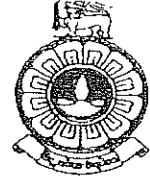


THE OPEN UNIVERSITY OF SRI LANKA
 MASTER OF BUSINESS ADMINISTRATION IN HUMAN RESOURCE
 MANAGEMENT
 FINAL EXAMINATION – APRIL 2023
 HRPA445/MSPA445/MCP2136 – STRATEGIC HUMAN RESOURCE MANAGEMENT
 DURATION: 03 HOURS



Date: 26 APRIL 2023

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 handwriting will result in loss of marks.

- [1]. “Human Resource Management is defined as a strategic and coherent approach to the management of an organization’s most valued assets – the people working there who individually and collectively contribute to the achievement of its objectives.”

What do you mean by Strategic Human Resource Management and explain why Strategic Human Resource Management is important in the present context citing suitable example.

(20 marks)

- [2]. The Strategic HR managers have keen role in the effective planning and implementation of the policies and decisions that in tune with the business changes. There is a set of required skills for best strategic HRM practices and will inevitably lead to superior organizational performance.

Explain the skills required for strategic HR Managers, use suitable examples to justify your answer.

(20 marks)

- [3]. Strategic HRM should attempt to achieve a proper balance between the hard and soft elements. All organizations exist to achieve a purpose and they must ensure that they have the resources required to do so and that they use them effectively. There are five approaches to strategic HRM. These consist of resource-based strategy, achieving strategic fit, high-performance management, high-commitment management and high-involvement management,

Using relevant examples, explain how strategic approaches are important to achieve sustainable competitive advantage in an organization.

(20 marks)

- [4]. “Strategic Human Resource Development involves introducing, eliminating, modifying, directing, and guiding processes in such a way that all individuals and teams are equipped with the skills, knowledge and competencies they require to undertake current and future tasks required by the organization.”

Explain how strategically oriented Strategic Human Resource Development system is important for the implementation of SHRM in an organization.

(20 marks)

- [5]. Distinctive capabilities or core competencies describe what the organization is uniquely capable of doing. They are what the company does particularly well in comparison with its competitors. Key capabilities can exist in such areas as technology, innovation, marketing, delivering quality, and making good use of human and financial resources.

Describe with suitable examples how Human Resource Innovation can be used to increase capabilities for the long-term success of an organization.

(20 marks)

- [6]. Write short notes on the following

- a. Management Development
- b. Business Unit Strategy
- c. Value Chain Analysis
- d. Personnel Development Plan

(4x5=20 marks)

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