

THE OPEN UNIVERSITY OF SRI LANKA  
MASTER OF BUSINESS ADMINISTRATION IN HUMAN RESOURCE  
MANAGEMENT  
FINAL EXAMINATION – JUNE 2025  
MCP2136/ MSPA445/HRPA445 – STRATEGIC HUMAN RESOURCE  
MANAGEMENT  
DURATION: 03 HOURS



007

Date: 29 JUNE 2025

Time: 1.30 p.m. to 4.30 p.m.

Instructions: Answer the compulsory Question No. 01 and three (3) other questions.

**Question no 01: Case Study**

SereneWear Lanka Pvt Ltd, a leading apparel manufacturer in Sri Lanka, faced declining productivity and growing employee disengagement in its production units. Traditional performance reviews were conducted annually and based mainly on supervisor observations, often lacking alignment with real-time performance metrics. To address this, the HR department launched a strategic initiative to revamp performance management using HR analytics, aiming to drive data-based decisions and improve workforce efficiency.

By introducing digital tracking tools across production lines, SereneWear collected data on individual output, quality scores, absenteeism, and on-time delivery. HR analysts used this data to develop performance heat maps and trend dashboards, which were shared with line managers in monthly review meetings. This enabled the timely recognition of high performers, early intervention for struggling employees, and a better alignment of training programs with skill gaps identified through analytics. The use of data-driven insights enabled HR to contribute directly to operational performance, moving beyond administrative functions to actively influence productivity outcomes.

As a result, SereneWear experienced a 22% increase in production efficiency, a 15% reduction in defect rates, and improved morale across the workforce. Managers reported more confidence in conducting fair and consistent evaluations, while employees appreciated the transparency and development opportunities tied directly to measurable outcomes. Most importantly, the initiative marked a turning point in IIR's evolution into a strategic business partner. IIR professionals are now seen as key contributors to business strategy, working closely with operations and leadership to drive organizational success through performance optimization.

**Question no 01**

- i. Compare and contrast the novel initiatives introduced by SereneWear Lanka Pvt Ltd for its traditional performance management system using examples from the case. (20 Marks)
- ii. Explain how the use of data-driven insights enables modern performance management, in elevating the HR manager as a strategic business partner? (20 Marks)

**(40 Marks)**

**Question no 02**

How do we link SHRM to the company's competitive advantage? Elaborate using examples of Strategic HRM for each of the following HRM functions.

- a. HR Planning
- b. Recruitment and Selection
- c. Training and Development
- d. Rewards Management

**(20 Marks)**

**Question no 03**

“Agility in decision-making is the key to becoming effective in Strategic HRM.”

Explain the above statement, elaborating on the use of PESTLE Environmental Analysis and how it influences SHRM for your organization’s HRM practices.

**(20 Marks)**

**Question no 04**

Explain what Strategic HRM is, along with the stages in Strategic Human Resource Management. Explain each stage by taking your organization as an example.

**(20 Marks)**

**Question no 05**

“Workforce utilization and employment practices are important for the strategic implementation of HRM.”

Focusing on the following, elaborate on the above statement on how modern organizations implement HRM strategies with contemporary HRM practices.

- a. Technology and innovations
- b. Organizational culture and worker values
- c. Demographic trends in modern society
- d. Contemporary leadership and managerial trends

**(20 Marks)**

**(Total Marks = 100)**