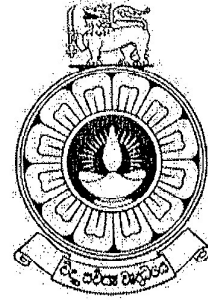


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THE OPEN UNIVERSITY OF SRI LANKA
FACULTY OF MANAGEMENT STUDIES
MASTER OF BUSINESS ADMINISTRATION IN HUMAN RESOURCE
MANAGEMENT
FINAL EXAMINATION - FEBRUARY 2025
MCP2137 / MSP9337 / HRP9337 – HUMAN RESOURCE DEVELOPMENT
DURATION – THREE (03) HOURS



Date: 22.02.2025

Time: 1.30 p.m. – 4.30 p.m.

Answer the **FIRST QUESTION** (Question 1- Compulsory Question) **AND** any **FOUR (04)** questions from others.

Question 1 - Compulsory Question

Case Study: Transforming XYZ Corporation into a High-Performing Learning Organization

XYZ Corporation, a multinational technology company, recognized the need for a more agile and skilled workforce in an increasingly competitive market. They began implementing practices that fostered continuous learning and growth among their employees to stay ahead. This approach subtly combined elements of Human Resource Development ultimately establishing the foundation for a high-performing learning organization.

The company introduced various initiatives to support employee growth. Employees were encouraged to take part in ongoing training programs designed to enhance their technical expertise and soft skills. These initiatives were designed not only to improve job-specific competencies but also to prepare individuals for future leadership roles. Moreover, the organization created internal mentorship opportunities where seasoned professionals guided less-experienced employees, ensuring knowledge and expertise were passed down effectively. A personalized approach to employee development also became a priority. Employees were regularly encouraged to reflect on their career goals and receive feedback to help refine their personal and professional aspirations. This helped employees take ownership of their career paths while ensuring alignment with the company's long-term goals.

Additionally, a collaborative knowledge-sharing culture took root within the company. Teams were encouraged to contribute to a centralized platform where best practices, insights, and solutions to complex problems were shared. This created an environment where everyone had access to valuable resources and could continuously learn from each other's experiences. By focusing on these practices, XYZ Corporation successfully transformed into a high-performing learning organization, where employees continuously adapted, learned, and contributed to both their personal and organizational growth.

Questions:

1. Identify and explain various Human Resource Development initiatives taken by the XYZ Corporation to support employee growth by providing examples from the case study.

(12 Marks)

2. How did XYZ Corporation's emphasis on employee development contribute to its transformation into a high-performing learning organization to foster continuous innovation and growth in a competitive environment?

(16 Marks)

(28 Marks)

Question 2

Elaborate on how HRD practices are interdependent and integrated with the other Human Resource Management Functions by providing five appropriate examples.

(18 Marks)

Question 3

In creation of a knowledge culture with tacit knowledge, delegation of power, trust-based environment, and shared vision is essential. Elaborate with reference to Knowledge Management Approach Model.

(18 Marks)

Question 4

Human Resource Development has a greater focus on Training and Development, Career Development and Performance Management. How do these contribute in developing the employees of your workplace? Elaborate by providing an example for each aspect.

(18 Marks)

Question 5

HRD is used to empower employees to take on new challenges to achieve business goals, objectives, and strategies of the organizations. Explain the above statement by focusing on the contribution of Mentoring and Coaching.

(18 Marks)

Question 6

Explain the importance of Adult Learning for HRD by addressing the applications of Knowles' Four (4) Principles of Andragogy by providing examples for each.

(18 Marks)

(Total Marks 100)

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