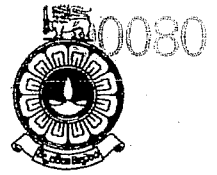


The Open University of Sri Lanka
COMMONWEALTH EXECUTIVE MASTER OF BUSINESS/PUBLIC
ADMINISTRATION
Final Examination [2014]
MCP1603- Managing Human Resource
Duration: 03 Hours



Date: 06 August 2014 **Time: 9.30 a.m. to 12.30 p.m.**

No. of Questions:06

No. of Pages: 02

Answer FIRST (1) question from Part A and any THREE (03) questions from Part B.
Please note that illegible hand writing will result in loss of marks.

Part A

[1]. Satyam Computers is a well-established and a known company. It has a reputation of following a good organizational culture and followings proactive human resource policies. The vision and the mission statement of the company also include the corporate social responsibility of undertaking environment friendly manufacturing activities. Some of the innovative human resources practices of the company are:

- Cultural building exercises that support self-initiation, openness, honesty, improving skills and team work.
- Performance Management for ensuring deserving cases are not overlooked
- Sharing of knowledge, and use of modern tools for information management.

One day the CEO of the company announced that the company was not having adequate funds. The issue was publicized in the print as well as electronic media, and the company's image was tainted. The Public Relationship (PR) Managers carried out extensive campaigns clarifying company's concern. The employees of the company were perplexed with the external information and started doubting the company's holy vision and mission statements and also credibility of the top management. The Government stepped in to take over the company to ensure its continuity and to safeguard the image of the country.

- a) Is the HR department proactive and does it display leadership capabilities in the crisis situation? Explain.
- b) Do you suggest any additional steps by the HR department to address the challenges? Elaborate your answer.
- c) What steps should the HR department now take to reinforce the present situation?

(40 marks)

Part B

00080

[2]. Suppose that you have been appointed as the Human Resource Manager of a newly established organization with more than 1000 employees of different categories. Considering objectives and functions of HRM outline the policies you would put in place and give your rationale for each.

(20 marks)

[3]. “Training and development is a process, a series of elements that go to make up training and development of employees. Performance of training and development is difficult to observe when it is happening”.

- a) Briefly discuss the factors involved in the training and development process?
- b) Explain the Executive Development Programme and its suitability in developing middle level managers with suitable example.

(20 marks)

[4]. “HRP is the process of determining human resource requirements and the means of meeting requirements in order to carry out the integrated plan of the organization”

- a) Describe its characteristics and objectives of HRP and explain the reasons for the growing interest in HRP in recent years.
- b) Explain the problems faced in HRP and how these problems can be overcome with suitable example.

(20 marks)

[5]. How can we integrate individual performance with performance management systems of an organization? Explain considering performance management practices in modern world with suitable example from Sri Lankan context.

(20 marks)

[6]. “SHRM is defined as organizational systems designed to achieve sustainable competitive advantage through people”

- a) Describe what is meant by the resource based Strategic Human Resource Management model of competitive advantage and why is it important for a company to make its HR into a competitive advantage?
- b) How can HR Professionals contribute to implementing Strategic Human Resource Management to be used as an organizational development intervention? Briefly describe the significance of SHRM of a firm?

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