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**The Open University of Sri Lanka**  
**Master of Business Administration in Human Resource Management 2009-2011**  
**Final Examination 2011 – Semester II**  
**MCP 2136 Strategic Human Resource Management**  
**Duration – 03 Hours**

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**Date 23<sup>rd</sup> January 2011**

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

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*Instructions- Answer any five (05) questions. All answers carry equal marks. In answering, state the number assigned to the question clearly. Illegible handwriting will cause loss of marks.*

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- (1) Outline the concept of strategic human resource management and explain the importance of ‘overarching HR strategies’ and ‘specific HR strategies’ in developing competitive capability of a business organization.
- (2) Explain how a proper alignment between the business strategy and the HR strategy lead to high performing and competitive organizations. State examples from business to support your answer.
- (3) What do you mean by core competencies of a business organization? Using relevant examples, explain how HR competencies are linked to core competencies of a business organization. Also, clarify the roles played by HR professionals and line managers in this regard.
- (4) Compared to some of the well performing companies globally, the people factor has not been adequately exploited by the Sri Lankan businesses to achieve sustainable competitive advantage. Do you agree? Give reasons for your answer using illustrative examples.
- (5) “HR transformation is not about doing HR; it is about building business success.” Discuss.
- (6) Briefly outline at least two of the employee attraction and retention strategies adopted by Sri Lankan business firms and explain how those strategies have contributed towards building competitive capability of the relevant firms.
- (7) Measuring and improving employee performance is a key aspect of a HR strategy aimed at creating a high performance organization. Discuss this statement with reference to the HR Scorecard and its application in SHRM.
- (8) What are the key dimensions of a talent management strategy? Using relevant examples, explain how talent management strategy helps an organization to achieve sustainable competitive advantage.

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