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**Date: 18 December 2016**

**Time: 9.30 a.m. to 12.30 p.m.**

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No. of Questions: 06

No. of Pages: 02

**Instructions: Answer any Five (05) questions. All questions carry equal marks.  
Please note that illegible hand writing will result in loss of marks.**

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[1]. What you understand by strategic human resource management? Explain why Strategic Human Resource Management is important in a present context by using suitable example from Sri Lankan context. What type of organizations are still to transform from traditional human resource practices to SHRM practices in Sri Lanka.

(20 marks)

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

Explain the skills required by strategic HR Managers. Use suitable examples to enhance your answer.

(20 marks)

[3]. A crucial aspect concerning SHRM is the concepts of fit and flexibility. The degree of fit determines the human resource system's integration with organization strategy. It is the role of HR Managers to ensure this fit between Human Resource System and Organization Strategy.

Critically analysis the above statement. Use practical examples to illustrate your answer.

(20 marks)

[4]. (a). The Job Analysis becomes a fruitless exercise in a world where the job is changing continuously'.

Critically evaluate the above statement.

(10 marks)

- (b) Succession management is a process of ensuring that the leaders and talent that can implement the organizational vision. Explain the elements of an effective succession management process. (10 marks)
- [5]. “You get what you measure, you measure what you value, and you cannot control what you cannot measure”. What are the key dimensions of a performance management system? Explain how a strategically oriented performance management system is important to implementation of SHRM in an organization. (20 marks)
- [6]. Write short notes on the following
- a. Dealing with employee shortages
  - b. Human Capital Investment
  - c. Business Unit Strategy
  - d. Value Chain Analysis

(4x5 = 20 marks)

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