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The Open University of Sri Lanka
MASTER OF BUSINESS ADMINSITRATION IN HRM
Final Examination – November 2019
MCP2136/MSPA445 – Strategic Human Resource Management
Duration: 03 Hours

Date: 24 November 2019 **Time: 01.30 p.m. to 04.30 p.m.**

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.**

[1]. On most days people working in business organizations deal with company tactics and decisions at a level that is not strategic. However, every decision made by every employee in a company ultimately impacts the success of the strategy for that company. It is the collection of thousands of decisions all aimed in relatively the same direction than can lead a company to the achievement of a strategy.

Discuss the above statement using suitable examples from Sri Lankan context in relation to SHRM practices in Sri Lanka.

(20 marks)

[2]. Strategic HR managers have a keen role in the effective planning and implementation of policies and decisions to keep 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 for 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 in between Human Resource System and the 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. What are the solutions for it?

(20 marks)

(b) Succession management is a process of ensuring continuation that the leaders and talent that can implement the organizational vision. Explain elements of an effective succession management process (10 marks)

[5]. "You get what you measure, you measure what you value, you cannot control what you cannot measure".

a. What are the key dimensions of a performance management system?
b. Explain how strategically oriented performance management system is important for the implementation of SHRM in an organization.

(20 marks)

[6]. Write short notes on the following

a. Business Unit Strategy
a. Social Capital
b. An Aging Workforce
c. Dual Career Couples

(4x5=20 marks)

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