THE OPEN UNIVERSITY OF SRI LANKA
FACULTY OF MANAGEMENT STUDIES
COMMONWEALTH EXECUTIVE MASTER OF BUSINESS/PUBLIC ADMINSITRATION
FINAL EXAMINATION – 2022/2023
HRP9403/MSP9403/MCP1603- MANAGING HUMAN RESOURCES
DURATION: 03 HOURS

Date: 05 AUGUST 2023 **Time: 9.30a.m. to 12.30p.m.**

No. of Questions: 06 **No. of Pages: 02**

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

[1]. The new business environment in the post-Cold War age combined with technological revolution and an increase in service industries all made obsolete the traditional paradigms of people management. In modern business, HRM is complex and as such has resulted in the formation of an HR department/division in companies to handle this function. Discuss briefly the challenges faced by Human Resource Management.

(20 marks)

[2]. ABC Ltd is a large manufacturing business engaged in the production of smartphones. Despite several complaints from employees about poor communication in the business, long working hours and lack of motivation, the People Manager is reluctant to change existing practices in the organisation.

(a) Identify and elaborate on two key components of people management that are undermined at ABC Ltd.

(10 marks)

(b) Identify the relevant people management skills that the new people manager should apply in addressing the prevailing complaints.

(10 marks)

[3]. A typical performance management process involves a natural management process made up of a plan–act– monitor–review cycle. When this management

cycle is integrated into a performance management process, we get a performance management cycle.

Analyse the performance management cycle in view of its implementation in an organisation.

(20 marks)

[4]. An effective organisation is one that achieves its purpose by meeting the needs of its stakeholders, matching its resources to opportunities, adapting flexibly to environmental changes, and creating a culture that promotes commitment, creativity, shared values, and mutual trust.

(a) Elaborate and discuss the above statement.

(12 marks)

(b) Outline and discuss the main obstacles hindering or preventing HR departments from implementing HR strategies.

(08 marks)

[5]. Nowadays, "HRD is considered the key to higher productivity, better relations, and greater profitability for any organisation. The purpose of HRD is to enhance individual performance and improve organisational effectiveness and productivity. appropriate HRD provides unlimited benefits for the organization".

As a Human Resource Manager in an organization, critically evaluate the above statement.

(20 marks)

[6]. Write short notes on the followings:

a. Diversity
b. Human Capital
c. Work Lile Balance
d. Poor Performance

(4x5=20 marks)

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