0008

THE OPEN UNIVERSITY OF SRI LANKA
MASTER OF BUSINESS ADMINSITRATION IN HUMAN RESOURCE MANAGEMENT
FINAL EXAMINATION –AUGUST 2024
HRPA445/MSPA445/MCP2136 –STRATEGIC HUMAN RESOURCE MANAGEMENT
DURATION: 03 HOURS

Date: 03 August 2024 **Time: 01.30p.m. to 04.30p.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]. "Strategic Human Resources Management has developed rapidly in recent years, particularly due to the impact human resources have had on the competitiveness of organizations. A decisive role in achieving the competitive advantage it is that managing human resources".

At present, an organization cannot survive or develop without gaining a competitive advantage over other competitors.

Explain What do you mean by strategic human resource management and why Strategic Human Resource Management is important in the present context by using suitable examples. (20 marks)

[2]. Strategic HR implementation is a critical component of organizational success. Describe the key steps involved in effectively implementing strategic HRM practices within an organization.

(a) Discuss the challenges that HR leaders may encounter during this process with examples. (10 marks)

(b) Explain how HR managers can measure the effectiveness of their strategic HRM initiatives using suitable examples. (10 marks)

[3]. High-Performance Work Systems (HPWS) are widely recognized for their potential to enhance organizational performance. Discuss the concept of HPWS and its alignment with Strategic Human Resource Management (SHRM) using examples to illustrate how organizations can effectively implement HPWS to achieve competitive advantage. (20 marks)

[4]. "Strategic HRM plays a crucial role in shaping organizational success and competitive advantage." Describe the key responsibilities and strategic contributions of HR leaders in modern organizations. Provide examples to illustrate how effective strategic HR management can positively impact organizational performance and employee engagement. (20 marks)

[5]. Human Resources will be willing to innovate in an organization where their work is appreciated, but it does not feel appreciated and feel that their opinion does not matter, and they are not given due importance.
Describe with suitable examples how human resources in an organization are involved in decision-making to innovate and to obtain optimal performance of the organization.

(20 marks)

[6]. Write short notes on the following

a. Organizational Development
b. HR Diversity
c. Human Capital Management
d. Succession Plan

(4x5=20 marks)

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