

**THE OPEN UNIVERSITY OF SRI LANKA
FACULTY OF MANAGEMENT STUDIES**



**BACHELOR OF MANAGEMENT STUDIES HONOURS
BMSHONS IN ACCOUNTING AND FINANCE
BMSHONS IN HUMAN RESOURCE MANAGEMENT
BMSHONS IN MARKETING MANAGEMENT**

**HRU5414 ADVANCED HUMAN RESOURCE MANAGEMENT
FINAL EXAMINATION – 2024 / 2025
DURATION – THREE (03) HOURS**

DATE: 23rd NOVEMBER 2025

TIME: 01.30 pm – 4.30 pm

INSTRUCTIONS:

- The paper consists of six (06) questions. Question 01 is a compulsory mini case study. You should answer any three (03) questions from the remaining five (05). In total, you are required to answer four (04) questions, including Question 01.
- Answer the questions in the answer booklet given.
- Illegible Handwriting will result in reducing marks.

Question 01

GreenLeaf Textiles (Pvt) Ltd is one of Sri Lanka's leading apparel manufacturers, employing more than 1,500 workers. In 2022, the company faced a severe financial and operational crisis when a fire destroyed one of its main production units. The incident caused major disruptions in production and supply chains, leading to delays in fulfilling export orders and a sudden decline in revenue.

Employees were deeply affected and many lost personal belongings and felt unsafe returning to work. The management was under pressure to restore operations, handle customer complaints, and ensure compliance with health and safety regulations.

The Human Resource Department had to act swiftly. HR coordinated temporary relocation of employees, arranged counseling and trauma recovery sessions, and introduced new safety training programs. They also handled internal communication, assuring employees of job security and providing updates about the company's recovery plan.

As operations slowly resumed, HR worked on redesigning job roles, supporting rehiring, and developing a crisis management policy to strengthen organizational resilience for the future.

Refer to the above case study and provide descriptive answers to the following questions.

1. What was the nature of the crisis faced by GreenLeaf Textiles, and how did it impact both operations and employees? (marks 06)
2. Discuss the immediate actions that the HR department could take to manage employee welfare and safety after the incident. (marks 08)
3. Explain the importance of effective communication by HR Department during organizational crises like in the case study. (marks 08)
4. How can HR ensure compliance with labor laws and ethical practices while managing layoffs or restructuring after a disaster? (marks 08)
5. Suggest long-term HR strategies that could help GreenLeaf Textiles improve crisis awareness and organizational resilience. (marks 10)

(Total Marks 40)

Question 02

1. Explain how the evolution of Human Resource Management transformed its role from administrative functions to a strategic partner in achieving organizational success? (marks 10)
2. In what ways can HR professionals use modern tools and strategic approaches to align employee needs with organizational goals in today's dynamic business environment? (marks 10)

(Total Marks 20)

Question 03

1. Discuss the key stages of an effective onboarding program and explain how each stage contributes to successfully integrate new employees into the organization. (marks 10)
2. Describe the relationship between compensation strategies and organizational culture in building a motivated and high-performing workforce. (marks 10)

(Total Marks 20)

Question 04

1. Discuss the key employment laws relevant to the Sri Lankan context. How do these laws protect both employers and employees?

(marks 10)

2. Why are Diversity, Equity and Inclusion (DEI) critical for modern organizations, and how can the Human Resources function effectively drive and embed DEI practices across the workforce?

(marks 10)

(Total Marks 20)

Question 05

1. Explain what is meant by “competitive advantage” in the context of business and discuss how Human Resource Management (HRM) can contribute to achieving it.

(marks 10)

2. Analyze the importance of clear and consistent communication in the success of HR initiatives, providing suitable examples of effective communication channels to be used.

(marks 10)

(Total Marks 20)

Question 06

Write short notes on any four out of five topics given below.

1. Buddy system
2. Organizational Citizenship Behavior (OCB)
3. Mentoring and Coaching Programs
4. Socially Responsible HRM (SR-HRM)
5. Grievance Handling Procedure

(Total Marks 5*4= 20)

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