

EASTERN UNIVERSITY, SRI LANKA

FACULTY OF COMMERCE AND MANAGEMENT

**Final Year First Semester Examination in Bachelor of Business
Administration Hons in Human Resource Management – 2021/2022**

(February 2024 – Proper/Repeat)

HRM 4113 Strategic Human Resource Management

Answer all 5 questions.

Allocated Time: 03 hours

Q 1. Read the following case study and answer the questions given below:

How Come They Make More Than Me?

Fran Jefferson began her job as the supervisor of the Training Department of Metro Bank and Trust Company almost four years ago. She was generally pleased with the four trainers and one secretary in her unit. Indeed, Fran took pride in her ability to create a high morale and high-performance unit. This was particularly pleasing to Fran because they were constantly busy and barely able to keep up with the volume of training expected from them.

Then, early on Wednesday morning, Fran's secretary, Judy Martin, knocked on Fran's door and asked to see her. Fran liked Judy and considered the secretary to be one of her "stars." Indeed, to develop Judy's talents and abilities, Fran had gone out of her way to give Judy special assignments, including her in all the major planning activities of the department and entrusting her with the administration of certain departmental programs, such as tuition assistance and evaluation follow-through. By now, Judy functioned more as an administrative aide than as a secretary.

It was clear that Judy was upset about something as she seated herself in the chair next to Fran's desk. Slowly, Judy placed a job-posting application form in front of Fran. She would not look her supervisor in the eyes. Fran was surprised, to say the least. As far as Fran knew, Judy liked both her job and working in the Training Department. In turn, everyone else in the department liked and respected Judy. Fran looked over the form and said casually, "So you want to post for the executive secretary job in the Branch Management Division." She paused. "Could I ask you for some additional information, Judy? I'm kind of surprised." Judy looked at her clasped hands, thinking. Fran waited.

Finally, Judy looked up and said: "I noticed in last week's job posting that the executive secretary position is graded as a 14. Now that's two grades higher than my job! "She caught her breath." You know my friend Mary Johnson works over there. She told me that half the time the secretary sits around doing nothing." Judy continued, gathering some anger in her look and resentment in her voice. "Look, Fran, you know how hard I work, how hard we all work, around here. I mean, I'm always busy. I don't see why I should work in a job graded at a 12 and work twice as hard and yet not be paid the same as that secretary. The job requirements for the job are just a little higher than mine, and the merit raise you gave me last month hardly helped at all.

Fran listened; then she replied: "It sounds to me, Judy that you're feeling angry because you think you should be paid more for the work you do and that you want to switch jobs rather than put up with things as they are. Am I right?" Judy nodded her head in agreement. Fran knew, though, that the Metro job evaluation system was up to date and that the executive secretary position to which Judy referred did require additional background experience, skills, and responsibilities beyond what was needed in Judy's current job. Because her secretary was such a good employee and a nice person, Fran was quite concerned. She felt strongly that moving to the executive secretary job would not be what Judy wanted, and she hated to lose Judy, especially if her decision was based on faulty reasoning and the move would not be good for her. Fran tried to figure out what to do.

Questions:

- a. Identify the reasons given by Judy Martin for wanting to post for a position in another department? And evaluate which points are accurate and which are debatable?
(08 Marks)
- b. How should Fran respond to Judy's request to transfer? And analyze the ways Fran can guide Judy to get into a correct path?
(06 Marks)
- c. Advise the ways Fran can respond to Judy's salary complaints from the perspective of strategic HRM?
(06 Marks)

(Total 20 Marks)

Q 2.

(a.) Write the most appropriate answer in your script for the following Multiple Choice Questions.

- 1) According to the Resource-Based View of strategy, what is the primary source of sustained competitive advantage for a firm?
 - a. Market share
 - b. External environment
 - c. Unique and valuable resources
 - d. Cost leadership

- 2) In the context of Strategic Human Resource Management (SHRM), what does strategic flexibility refer to?
 - a. Strict adherence to established HR policies
 - b. Rigidity in workforce planning
 - c. The ability to adapt HR practices to changing business conditions
 - d. Standardization of employee roles and responsibilities

- 3) Which of the following is one of the identified imperatives according to Michaels *et al* (2001) for winning the war for managerial talent?
 - a. Emphasizing strict hierarchy and centralized decision-making
 - b. Avoiding investments in leadership development programs
 - c. Focusing solely on financial incentives for employees
 - d. Building a compelling employee value proposition and employer brand

- 4) What is a talent audit in the context of human resource management?
 - a. A comprehensive review of financial performance metrics
 - b. An assessment of employee training and development programs
 - c. A systematic analysis of an organization's current and future talent needs
 - d. A routine examination of workplace safety and compliance measures

- 5) Which HR approach is more likely to use flexible working arrangements and employee-friendly policies?
 - a. Soft HR
 - b. Hard HR
 - c. Both equally
 - d. Neither

- 6)is the combination of financial and non-financial rewards available to employees.

- a. Total remuneration
- b. Total reward
- c. Base pay
- d. Contingent pay

7) What characterizes a High-Performance Work System (HPWS) in organizational management?

- a. A focus on traditional hierarchical structures and centralized decision-making.
- b. Emphasis on minimal investment in employee training and development.
- c. Integration of various HR practices to enhance employee skills, motivation, and performance.
- d. Strict adherence to standardized job roles and responsibilities.

8) In a codification strategy, what type of knowledge is typically documented and stored?

- a. Implicit knowledge
- b. Explicit knowledge
- c. Tacit knowledge
- d. Unconscious knowledge

9) What does the term "knowledge sharing" refer to?

- a. Hoarding information for personal gain
- b. Communicating information and experiences among employees
- c. Restricting access to critical data
- d. Ignoring the importance of information exchange

10) Which role of HR Professionals act to represent and support the employees' rights and interests?

- a. Human capital developer
- b. Strategic partner
- c. Functional expert
- d. Employee advocate

(10 x 1.5 = 15 Marks)

(b.) Write True (T) or False (F) in your script for the following statements.

- i. Strategic HRM involves treating employees as just a cost to the organization rather than a valuable asset.....
- ii. Succession planning is a crucial component of talent management, ensuring pipeline of qualified individuals for key positions.....

- iii. A relatively permanent change in behavior that occurs as a result of practice or experience can be called as "Development"
- iv. Human resource planning is primarily concerned with addressing immediate workforce needs only
- v. The "blind" area in the Johari Window represents information known to others but unknown to oneself
- vi. The Strategic Partner role in HR is primarily concerned with employee relations and conflict resolution.....
- vii. Leaders who actively listen to and act upon employee feedback contribute to the success of employee voice strategies.....
- viii. Performance Management cycle primarily consists of four stages namely Plan, Act, Monitor and Review
- ix. Workplace learning, Career development, Leadership and Recognition are examples of transactional rewards.....
- x. Competition is primarily based on the ability to create, share, and leverage knowledge rather than production capacity in a knowledge economy.....

(10 x 1 = 10 Marks)

(Total 25 Marks)

Q3.

- a. **State** the aim of Strategic human resource management. **List out** four (04) challenges in implementing the HR strategies.

(07 Marks)

- a. **Apprise** the interconnection between the talent management strategy and succession planning that can be facilitated to achieve the competitive advantage of an organization.

(07 Marks)

- b. **Differentiate** the terms "single loop learning" and "double loop learning" with an appropriate example.

(06 Marks)

(Total 20 Marks)

Q4.

- a. **Explain** the term "Employee Value Proposition" (EVP), and **briefly discuss** about its five (05) attributes with suitable examples.

(07 Marks)

- b. **Differentiate** the terms “Employee engagement” and “Organizational commitment”.
(04 Marks)
 - c. **Briefly** discuss four (04) approaches that are related to the employee relation strategy.
(06 Marks)
- (Total 17 Marks)**

Q 5.

- a. **Define** the term “Strategic human resource development (SHRD)”, and **briefly discuss** the four main elements of human resource development.
(07 Marks)
 - b. **Analyze** how the Forced Distribution method under performance evaluation helps to alleviate subjective judgments.
(06 Marks)
 - c. **Indicate** at least five (05) competencies out of nine competencies under nine factor model of Dave Ulrich, and **explain** how those competences help the HR manager to do his/her duty effectively.
(05 Marks)
- (Total 18 Marks)**
