

Eastern University, Sri Lanka

Faculty of Commerce & Management

Final Year First Semester Examination in Bachelor of Business Administration

(Specialization in Human Resource Management)

2014/15 (May 2017) (Proper)

HRM 4013 Strategic Human Resource Management

Answer all (five) Questions

Time: Three Hours

Q1. Read the case study and answer the questions given below.

Talent Management at Solar Industries

Solar Industries Ltd has grown from a small entrepreneurial venture founded over 50 years ago into a large engineering company in Sri Lanka. It has experienced extensive growth over the last decade and its specialized products for the electronics industry are exported to about 40 countries around the world. It is considered a market leader with an internationally recognized product brand. Within the firm, the strategic direction of product and technology development is guided by a 'technology roadmap' developed by senior management. While engineers lead the technological aspects of product development, decisions on new product ideas and concepts are governed by senior executives.

Approximately 1,500 staff are employed. Skills shortages, at all levels in the organization are severe. Right up to senior management, people with the sort of experience needed at Solar are much in demand and it is increasingly difficult to find good replacements. Labour turnover levels are high – last year they were 18 per cent for managers, 17 per cent for engineers, 20 per cent for sales and marketing and 15 per cent elsewhere.

The HR department is led by a young HR Director, whose team consists of a Head of HR Services, a Head of Learning and Development and a Head of Resourcing. A high-performance work system (HPWS) – a model of its kind – is in operation, the main features of which are:

- High-involvement practices, which include extensive communication on company plans and results, participation in reviewing key business and people

issues, regular staff surveys and a focus on continuous improvement.

- Integrated HR practices consisting of performance management (including degree assessment), workforce planning linked to business strategy, assessment tools for recruiting, structured induction training and continuing skills development programmes.
- A total reward approach with a career family grade and pay structure, contribution-related pay, employee share ownership scheme, profit sharing, flexible benefits, a recognition scheme and family-friendly policies.

In spite of all this, things are clearly not going too well, as indicated by high turnover rates, recruitment problems, succession problems (managers at all levels, team leaders) and some doubts about the leadership skills of the relatively inexperienced people who have had to be appointed. It is noticeable that insufficient attention is being paid to management development or succession planning.

The HR Director had heard and read a lot about talent management but had tended to dismiss it as just another fad. He now realized that there was perhaps something in it for Solar, given the talent problems the company was facing. He therefore decided he had to establish what talent management could mean for Solar, and, if there was something in it, how it could be developed and how it would benefit the company. He mentioned this at a Board meeting and was encouraged by the Chairman to look into it and come back with some ideas.

Questions:

- i. Define the terms "**Talent**" and "**Talent Management**" and what are the **problems** in this case study?
(05 Marks)
- ii. Briefly explain the **components of High Performance Work System (HPWS)** of Solar Industries Ltd.
(06 Marks)
- iii. How **the problems mentioned in the question No (i) can be managed** to sustain the Talented Employees in Solar Industries Ltd?
(06 Marks)

- iv. What **advice can you provide** to establish the Talent Management Strategy of the Solar Industries Ltd?

(07 Marks)

(Total 24 Marks)

- Q2. a) What did you meant by the concepts of “**Strategy**” and “**Strategic Human Resource Management**”? And list out the **Aims of Strategic Human Resource Management**.

(05 Marks)

- b) Briefly explain the **Strategic Roles of the following HR Professionals** based on David Ulrich Model in 2005.

- i. Strategic Partner
- ii. Employee Advocate
- iii. Human Capital Developer

(06 Marks)

- c) Describe the **challenges faced by HR Mangers** to implementing the HR strategies in Sri Lankan organizations.

(06 Marks)

(Total 17 Marks)

- Q3. a) Define and list out the **Individual and Organizational Learning Strategies** would be developed by the organizations to create a good learning culture in the workplace.

(06 Marks)

- b) “**93% of high Potentials are high Performers and only 29% of high performers are high potentials**”. Do you agree or disagree with this statement? Discuss.

(06 Marks)

c) Briefly explain the **employee voice strategies** based on Marchington (2001) model that would be developed to enhance the empowerment of the employees in the organization.

(06 Marks)

d) “Organizations that invest in developing and delivering a strong employment value propositions can secure significant talent attraction and employee engagement benefits”. Discuss.

(07 Marks)

(Total 25 Marks)

Q4. a) Define and indicate the **criteria** that would be developed by HR Manager to assess the effectiveness of the **Current Rewarding System** of an organization.

(05 Marks)

b) Briefly discuss the **key elements of Human Resource Development** of an organization.

(05 Marks)

c) Differentiate the **Explicit Knowledge and Tacit Knowledge** and what **approaches** that would be established by the Organization to the development of Knowledge Management Strategies?

(06 Marks)

(Total 16 Marks)

Q5. a) Write **short notes on following concepts of Strategic HRM**

- i. Resource- Based View
- ii. Strategic Fit
- iii. Strategic Flexibility

(03 x 02 Marks = 06)

b) What did you mean by “**Engaged Employee**”? And list out the **factors** that would be influenced to the engagement of the employees.

(06 Marks)

c) Suggest the **Three Strategic HRM Perspectives** to adopt the Human Resource Practices of an organization.

(06 Marks)

(Total 18 Marks)