



UNIVERSITY OF RUHUNA
FACULTY OF MANAGEMENT AND FINANCE

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078

BACHELOR OF BUSINESS ADMINISTRATION HONOURS DEGREE

4000 LEVEL FIRST SEMESTER END EXAMINATION - AUG/SEP 2022

Three Hours

HRM 41433 - Strategic Human Resources Management

Academic year 2021/2022

Instructions

- The Question Paper contains (Six) 06 questions.
- Answer only five (5) Questions including question one (01)

01) Read the following case and answer the given below questions

Strategic HR Integration at the XYZ Company

The XYZ Company is one of the largest media and entertainment companies in the world. It currently has over 100,000 employees working in over 40 countries to make the company a success. From small beginnings as a cartoon studio, the company continues to provide quality entertainment around the world. The company strives to create an optimal employee experience while meeting its business needs. Its human resource is key to its strategic advantage. The company is committed to developing an inclusive and employee-friendly Workplace.

XYZ's values focus on the human element of their business—not only their guests, consumers, and audiences, but also their employees and cast and crew members. The company has a conscious process of linking HRM with strategic goals and objectives in order to improve business performance and foster innovation. Issues such as the recruitment of staff, development, succession planning, and retention are accommodated in HR plans. The company's priority is to strategize on how they are managing their human resources in the current global environment. This requires adapting HR plans to meet the strategic goal of global expansion and excellence. Integrating and aligning different teams and departments is a key part of this strategy.

At XYZ, managing cross-cultural adaptability is a vital HR imperative. HR policies are aimed at supporting and building the desired organizational culture. The company has a unique ability to harness the imagination in a way that inspires others, improves lives worldwide, and brings hope and smiles to everyone. As one team, employees have the values that make the company an extraordinary place to work. The hallmarks of this culture are committed to a tradition of innovation and focus on quality and a high standard of excellence. These values live in everything that is done. They create a unified mission that all the people believe in and work towards. The company considers its employees and cast members as the most valuable part of the organization. The motto is simple—everyone is important. It is based on the idea put up succinctly in the acronym RAVE which stands for 'Respect, Appreciate, and Value Everyone.

The company offers a comprehensive total rewards package that helps one to get rewarded for the results they deliver. The rewards of working at XYZ include an attractive salary, incentives, special recognition programs, employee stock option plans (ESOPs), retirement and financial benefits, complimentary theme park admissions, transport assistance, and so on. The health and wellness

benefits include various medical benefits, XYZ's Health Pursuits Wellness Resources, employee assistance program (EAP), dental and vision care, dependent day care, insurance, time-offs, paid holidays and vacations.

Their world-class training programs are customizable to suit individual goals. The XYZ Company promotes a learning environment that encourages everyone, no matter what their role, to increase their engagement and assist them in reaching their goals. At XYZ, employees are aware of the fact that innovation is their primary mandate. The company has adopted the phrase 'Dream as a team, which works really well in achieving its business objectives. The company has regular brainstorming sessions among employees where new and innovative ideas are developed for the future growth of the business. Strategic decision-making, thus, is not done by the top echelons. It flows from below. And this is what makes XYZ a truly participative organization. 'Innovative', 'creative', and 'profitable' are the keywords of their mission statement. Employees are clear and aware of their roles and how they can contribute to the strategic objectives. The employees are made well equipped with the technical, professional, and managerial skills needed for making that contribution. HR planning is done to ensure that it has the right personnel, who are capable of completing those tasks that help the organization reach its objectives. The development of new theme parks and animation studios makes manpower forecasting and planning a very vital function. Attracting and retaining the right people who will help foster innovation, creativity, and profitability is an essential part of the HR plan.

The XYZ Company incorporates best-in-class business standards as well as strong HR practices. XYZ's workplace policies and practices include a commitment to nondiscrimination and freedom from workplace harassment. Considering the varied cultural contexts in which XYZ operates, training and socializing employees to be more receptive to the cultural nuances are very important. XYZ's future In today's business context, the right approach, and management of the company's employees can greatly affect its overall performance. A strategic approach to managing its HR is vital to its growth. Aligning HR strategy with business strategy and operational strategy is key to their future growth. A sound and efficient HR plan will contribute to achieving the organizational objectives in an effective manner. At XYZ, strategically aligned culture and HRM policies play a vital role.

Despite its innovative people-related initiatives, the company has faced several HR problems. There have been serious industrial relations (IR) issues from time to time relating to the formation of unions, which the company has been discouraging. XYZ also has been grappling with a high employee turnover rate. Further, increases in costs of pension and post-retirement benefits have inflated the HR budget for XYZ. Having a diverse workforce is critical to the business. The XYZ Company seeks to work towards an inclusive environment that fosters diversity, creativity, and innovation. However, there have been problems in handling this culturally diverse workforce. There have been instances of ethnic conflicts in the company. Some employees have refused to participate in certain entertainment programs because they felt it contradicted their cultural or religious beliefs. There were also issues related to the hiring of expatriates since the locals felt that the foreign hires were taking away their jobs. A top-level manager says, 'Our people make our films great, and we strive to build a culture that feeds and respects their spirit.' The challenge is how to sustain that spirit.

- I. Identify the business strategy of the XYZ Company and explain how XYZ adopted HR practices corresponding to its business strategy.

(08 Marks)

- II. How can the XYZ Company deal with the challenges discussed in the end?

(06 Marks)

(Total marks: 14)

I. The resource-based view states that the strategy of a firm needs to be based on the resources a firm owns. Not all resources are important. Only strategic resources can lead to a sustained competitive advantage. Discuss

(06 Marks)

II. Briefly explain the elements of a High-Performance Work System

(03 Marks)

III. Explain the factors that determine the extent to which an organization is investment oriented in its management of human resources

(05 Marks)

(Total marks 14)

03)

I. "Best fit is more important than best practice". What does this mean? Explain briefly.

(04 Marks)

II. Competitive Strategies require different HR practices and different role behaviors. Describe the appropriate employee role behaviors for the business strategy of cost reduction

(04 Marks)

III. Discuss the role of HRM/ HR Professionals in knowledge-Economy

(06 Marks)

(Total marks 14)

04)

I. Today there is a trend toward outsourcing HR management functions". What are the most important issues that a firm has to consider while choosing vendors for outsourcing?

(04marks)

II. Explain the following statements.

a) "Due to the technological influence, the power bases in many organizations have been rearranged from managers to technical workers"

b) "Companies sometimes find that downsizing and associated layoffs begin a vicious cycle"

(05marks)

III. Discuss the advantages and disadvantages of using a contingent workforce for human resource management

(05 marks)

(Total marks, 14)

05)

I. What are the benefits of HR evaluation?

(04 marks)

II. Explain the major differences between traditional HR measures and new HR measures

(04 marks)

III. Briefly describe the different types of HR audits given below

a) Strategy audit

b) Culture audit

c) Health and Safety audit

(06 marks)

(Total marks, 14)

06) Write short notes on the four of the followings.

I. Characteristics of Strategy

II. Generic human capital, Firm-specific human capital

III. The work effort and job security relationship

IV. Job enrichment

V. Strategic Choices in Performance Management System

VI. Broad Banding as a strategically oriented compensation system

(Each carries 3.5 Marks)

(Total marks 14)
