

	UNIVERSITY OF RUHUNA FACULTY OF MANAGEMENT AND FINANCE	No. of Pages : 02 No. of Questions: 05 Total Marks : 70
	BACHELOR OF BUSINESS ADMINISTRATION HONOURS DEGREE 4000 LEVEL FIRST SEMESTER END EXAMINATION – AUG./SEP. 2025	<i>Three Hours</i>
HRM 41433 – Strategic Human Resources Management Academic Year 2024/2025		
Instructions ➔ This question paper contains five (05) questions ➔ Answer all questions		

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

Service Excellence at Pearl Vista Hotels

Pearl Vista Hotels is a luxury hotel chain operating in popular tourist destinations across South Asia. Known for comfort, elegance, and reliable service, the chain recently faced challenges such as inconsistent guest experiences, rising competition, and employee disengagement. The new management introduced a guiding belief: *to attract and retain people who share the hotel's service philosophy, and to create a culture where employees treat guests with the same care and respect they expect for themselves.* Previously, this approach had not been consistently practiced.

As a result, recruitment now focuses not only on technical hospitality skills but also on qualities such as empathy, accountability, and a genuine passion for serving others. Induction programs immersed new employees in the hotel's values and expected behaviors, ensuring they understood the importance of guest-centered service. Continuous training and mentorship reinforced these behaviors, emphasizing teamwork, proactive problem-solving, and ethical decision-making. Managers were expected to model these behaviors consistently.

Performance evaluation considered not only efficiency or revenue targets but also how well staff demonstrated the hotel's values in interactions with guests and colleagues. Recognition programs celebrated employees who exceeded service expectations or made positive contributions to the work culture. Employees were also encouraged to participate in local community initiatives, such as tourism awareness campaigns and charity events, linking daily work a mission that benefits society. These practices together aimed to build a workforce aligned with the hotel's philosophy, fostering engagement, consistent guest experiences, and long-term organizational success.

- i. Identify the HR strategy reflected in the case and explain how that broad statement of intent guides Pearl Vista in managing its workforce. (03 marks)
- ii. How do Pearl Vista's recruitment, induction, and training programs help ensure employees' actions align with the hotel's broader objectives? (03 marks)
- iii. Analyze the ways in which performance evaluation and recognition practices support the hotel's culture. (04 marks)
- iv. If the hotel industry faces rapid technological changes and shifting customer expectations, discuss how Pearl Vista could adapt its HR strategy to maintain service excellence. (04 marks)

(Total Marks 14)

02).

i. Explain the concepts of Vertical Fit and Horizontal Fit in Strategic Human Resource Management.

(04 marks)

ii. Differentiate between universalistic and contingency perspectives in Strategic HRM. Why is the contingency perspective often considered more realistic for achieving a strategic fit.

(04 marks)

iii. Discuss the application of Pfeffer's (1994) best practices in improving employee productivity and commitment.

(06 Marks)

(Total Marks 14)

03).

i. Describe the Resource-Based View (RBV) and its application in assessing whether human capital can be a source of sustained competitive advantage.

(04 Marks)

ii. "Real Job security comes from being employable, not from being employed" explain the above statement.

(04 Marks)

iii. Analyze how organizations can leverage the inclusion and support of employees with disabilities as a source of competitive advantage

(06 Marks)

(Total Marks 14)

04).

i. Explain the importance of strategic compensation system

(04 marks)

ii. Describe the advantages of the HR Scorecard over traditional HR performance evaluation measures?

(04 marks)

iii. Discuss how compensation systems under a prospector strategy and employee training under a cost-reduction strategy should be aligned with organizational objectives.

(06 marks)

(Total Marks 14)

05). Write short notes on the **Four** of the followings.

i. Strategic role of human resource planning

ii. Employee engagement strategy

iii. Digital HR strategy

iv. Generic human capital and firm specific human capital

v. HR challenges in managing contingent workforce

vi. The Five P's Model of SHRM

(Each carries 3.5 marks)

(Total marks 14)
