



University of Colombo, Sri Lanka
Institute of Human Resource Advancement (IHRA)

Masters Degree in Human Resources Management (MHRM)

(1st Semester Examination – October 2011)

MHRM 02 – Strategic Human Resources Management

Instructions to the Candidates

- (1) *Answer any five (05) questions.*
- (2) *Time allocated for the examination is three (03) hours.*
- (3) *Total number of questions is six (06).*
- (4) *Total number of pages is two (02)*
- (5) *If a page or a part of this question paper is not printed properly, please inform the Supervisor immediately.*
- (6) *Use of any equipment/items such as mobile phones is prohibited, and rules & regulations of University examinations should be strictly followed.*

- 01 "Strategic Human Resource Management is the process of linking the human resource functions with the strategic objectives of the organization in order to improve performance." Discuss this statement.
(20 Marks)
- 02 "The Resource Based View (RBV) has significantly and independently influenced the fields of strategy and Strategic Human Resource Management (SHRM)." Discuss the applicability of RBV to SHRM.
(20 Marks)
- 03 "The formulation of HR strategies is conceived as a process that should be closely aligned to the formulation of business strategies. "Discuss the fundamental questions that need to be addressed in formulating HR strategies.
(20 Marks)
- 04 Developing HR capability requires investing in training and development of both HR specialist and line managers/professionals with staff management responsibilities. Discuss.
(20 Marks)
- 05 Employment regulations are backed by both regulatory and voluntary approaches. Discuss these two approaches by highlighting how voluntary approach facilitates competitive advantage to an organization from the human resource perspective.
(20 Marks)

- 06 Employee engagement refers to the extent to which employees tend to make discretionary efforts into their work, beyond the minimum to get the job done, in the form of extra time, brainpower or energy.

Discuss with examples, the factors influencing for employee engagement.

(20 Marks)

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