



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

Masters Degree in Human Resource Management
(3rd Semester Examination – December 2012)

MHRM 10 – Strategic Human Resource Management

Instructions to the Candidates

- (1) *Answer 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 (SHRM) is the proactive management of People. It requires thinking ahead, and planning ways for a company to better meet the needs of its employees, and for the employees to better meet the needs of the company".

Discuss this statement highlighting the role of SHRM in organizations.

(20 Marks)

02. What does mean a "resource-based" SHRM model of competitive advantage?

Discuss the implications for HRM of this competitive strategy.

(20 Marks)

03. "Employee engagement and organizational commitment are two important concepts affecting work performance and the attraction and retention of employees".

i. Explain the difference between engagement and commitment.

(10 Marks)

ii. Discuss the factors affecting employee commitment.

(10 Marks)

(Total 20 Marks)

04. "Human capital management (HCM) is concerned with obtaining, analyzing and reporting on data that inform the direction of value-adding people management strategy".

Discuss how HCM influence on firm HR strategy.

(20 Marks)

05. "Employment regulations are backed by regulatory approach and voluntary approach".

Discuss these two approaches and explain how voluntary approach provides more advantages to organizations than regulatory approach in achieving firms objectives.

(20 Marks)

06. Strategic International Human Resource Management (SIHRM) is the process of planning how best to develop and implement policies and practices for managing people across International boundaries by multinational companies.

i Discuss four (04) approaches to Global Staffing

(10 Marks)

ii Discuss four (04) issues in managing international workforce.

(10 Marks)

(Total 20 Marks)

