



INSTITUTE OF HUMAN RESOURCE ADVANCEMENT
UNIVERSITY OF COLOMBO, SRI LANKA

Masters Degree in Human Resource Management - Course No.03

3rd Semester Examination

(Held in January, 2014)

MHRM 10 – Strategic Human Resource Management

Instructions to the Candidates

- (1) Total number of pages – Two (02)
- (2) Total number of questions - Five (05)
- (3) Answer all questions.
- (4) If a page or a part of this question paper is not printed, please inform the Supervisor immediately.
- (5) Time allocated for the examination is three (03) hours.
- (6) Write your index number in all pages of answer script
- (7) Tie up all answer sheets at the end of the examination

1. i. "The unique capabilities of employees in an organization lead to create high value to customers and differentiate the organization from its competitors. The basic goal of Strategic Human Resource Management (SHRM) is to develop distinctive human competencies in order to accomplish the organizational goals."
- Describe the above statement by emphasizing the requirement of having distinctive capabilities in an organization with appropriate examples.

(10 Marks)

- ii. "SHRM is the process by which managers design the components of a HRM system to be consistent with each other, with other elements of organizational architecture, and with the organization's strategy and goals in a volatile environment." Discuss.

(10 Marks)

(Total: 20 Marks)

2. i. Identify the strategic role of HR Directors and explain how such role is connecting with corporate objectives and strategies.

(12 Marks)

- ii. Distinguish the 'old paradigm' from the 'new paradigm' of HRM.

(08 Marks)

(Total: 20 Marks)

3. i. Briefly explain the components of a HR system.

(08 Marks)

- ii. "HR strategies indicate what the organization intends to do about its HRM policies and practices and how they should be integrated with the business strategy each other."

Explain how the overall HR strategies are connected with the specific HR strategies of an organization.

(12 Marks)

(Total: 20 Marks)

4. i. What is meant by the business model innovation? Identify the role of HRM on business model innovation.

(10 Marks)

- ii. Define the concept of 'high performance work system' and identify the characteristics in a high-performing work culture.

(10 Marks)

(Total 20 Marks)

5. "The primary difference between international human resources management and domestic human resources management lies with the complexity of operating HRM activities of an organization in different countries where different cultures and laws exist". Explain this statement with examples.

(20 Marks)
