

FACULTY OF BUSINESS

FINAL EXAMINATION

Student ID (in Figures) :

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Student ID (in Words) :

Course Code & Name : **HRM5104 STRATEGIC HUMAN RESOURCE MANAGEMENT**

Semester & Year : January - April 2024

Lecturer/Examiner : Assoc Professor Dr. Akram Al-Khaled

Duration : 3 Hours

INSTRUCTIONS TO CANDIDATES

1. This question paper consists of one part:
PART A (100 marks) : Answer only FIVE (5) essay questions out of 7 questions given. Answers are to be written in the Answer Booklet provided.
2. Candidates are not allowed to bring any unauthorised materials except writing equipment into the Examination Hall. Electronic dictionaries are strictly prohibited.
3. This question paper must be submitted along with all used and/or unused rough papers and/or graph paper (if any). Candidates are NOT allowed to take any examination materials out of the examination hall.
4. Only ballpoint pens are allowed to be used in answering the questions, with the exception of multiple choice questions, where 2B pencils are to be used.

WARNING: The University Examination Board (UEB) of BERJAYA University College regards cheating as a most serious offence and will not hesitate to mete out the appropriate punitive actions according to the severity of the offence committed, and in accordance with the clauses stipulated in the Students' Handbook, up to and including expulsion from BERJAYA University College.

Total Number of pages = 3 (Including the cover page)

PART A : ESSAY QUESTIONS (100 MARKS)

INSTRUCTION(S) : Answer **ONLY FIVE (5)** questions. Answers are to be written in the Answer Booklet(s) provided.

Question 1

An employee incentive program is a plan that outlines the privileges and rewards a company intends to give to employees. To enhance employee productivity, a manufacturing company is contemplating the adoption of an incentive pay program. Examine **FIVE (5)** factors HR professionals should consider when implementing such a program.

(20 marks)

Question 2

One of the most complex challenges that multinational corporations (MNCs) face is diversity of choosing and applying different management approaches and mechanisms. Analyze **FIVE (5)** challenges multinational corporations (MNCs) encounter in implementing coherent SHRM practices across diverse geographical locations.

(20 marks)

Question 3

Human Resource Planning is a strategic process that involves forecasting the organisation's future human resource needs and developing strategies to meet those needs. Determine **FIVE (5)** strategies that HR professionals can use to promote diversity and inclusion, including policy development, training programs, and diversity audits.

(20 marks)

Question 4

Today's workforce is becoming more mobile and the workplace is becoming more dispersed. Rather than all employees working full-time together in a physical office space, telecommuting and collaborating with colleagues across offices, cities, countries, and continents is becoming the norm. It is widely accepted that today's workforce consists predominantly of knowledge workers. Critically debate **FIVE (5)** obstacles facing an organization that needs to lay off a large number of knowledge workers.

(20 marks)

Question 5

Strategic human resource management is a process that helps companies align their HR activities with the broader business strategy and objectives. It involves identifying and prioritizing the skills, competencies, and experiences needed for success in your organization. After that, it develops a plan on how to use those skills to push the company's goals. Assess **FIVE (5)** contributions of strategic human resource management to the achievement of an organisation's objectives.

(20 marks)

Question 6

Both the learning organization and organizational learning are closely related, since they are interconnected. However, they differ in that the learning organization involves the actual learning processes within an organization, while organizational learning pertains to the broader process of acquiring knowledge in the organization. Distinguish **FIVE (5)** key differences between organizational learning and a learning organization.

(20 marks)

Question 7

An organization with a good employee relations program provides fair and consistent treatment to all employees, so they will be committed to their jobs and loyal to the company. However, issues within employee relations can still arise. To maintain strong employee relations, propose **FIVE (5)** ways in which the company can address these challenges.

(20 marks)

END OF EXAM PAPER