

**EASTERN UNIVERSITY, SRI LANKA**  
**FACULTY OF COMMERCE AND MANAGEMENT**  
**Final Year First Semester Examination in Bachelor of Business Administration**  
**Specialization in HRM – 2017/2018 (January, 2020) (Proper/Repeat)**  
**HRM 4043 Social Responsibility of Human Resource Management**

Answer all five questions.

Time: 03 Hours

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**Q1. Read the following case study and answer the questions given below.**

Recent attention to employee-focused corporate social responsibility (CSR) and ethical aspects of human resource management (HRM) has been paralleled by an increased focus on research and practice linking CSR and HRM. HRM plays a significant role in how CSR is understood, developed and enacted; similarly, corporations' understandings of social responsibility have implications for the treatment of workers. Furthermore, both CSR and HRM can be seen as relevant in understanding the assumptions about the role of the corporation and the relationship between employer and workers. However, despite increasing research activity on the CSR-HRM nexus, a comprehensive examination of the relationship between these two constructs is yet to be undertaken.

Researchers argue that such an endeavour is relevant and necessary. It is relevant, because changing institutional conditions in a globalizing business environment, reflected in shifting organizational forms and shifting power relations between business organizations, labour unions and governmental agencies, place ever more responsibility for the treatment of workers on the business firm. On one hand, more insecure employment relationships emerge due to changing organizational forms (e.g. partnerships, alliances, franchising, subcontracting), leading to multi-employer sites, outsourcing, temporary forms of employment and self-employment.

These new employment relationships result in unstable career patterns, work stress and exhaustion, and risk is shifted to the workers. On the other hand, the relationship between the three traditional parties negotiating worker rights and responsibilities (business, labour unions and nation state governments) is changing due to the globalization of markets. Researchers see a decline in unionization in developed countries, constraints in the regulatory power of nation state over global business and insufficient or non-existing

labour laws in developing countries. These regulation deficits may result in unintended consequences such as the exploitation of workers along the supply chain, insecure work contracts and an increasing uncertainty over employment status in both developing and developed countries.

Alongside a decline of state agency and labour union capacity to enforce industrial regulations, it allows business greater powers over employment relations, business companies experience an increasing scrutiny of company conduct through other stakeholders; thus, NGOs, the media and consumers pressure firms to engage in socially responsible behaviour. This perceived pressure on CSR has the potential to become a substitute mechanism for improving working conditions. Increasingly, HR professional education includes mandatory training in CSR. Thus, given that responsibility and accountability for working conditions shift to the corporation, HRM comes to be seen as an implicit strategy for good work, not only for the corporation's direct employees, but also for the people working indirectly for the organization (e.g. through sub-contracting, temporary employment agencies or suppliers).

An in-depth and comprehensive exploration of the relationship between CSR and HRM is also a necessary endeavour, as the research attention on the nexus of CSR and HRM has been largely ad hoc and disjointed; there is a lack of theoretical anchoring, conceptual framing and meta-theoretical awareness in many of these contributions. Despite these pockets of theorization, current knowledge about the topic needs to be developed further on the grounds that it is incomplete; it is inadequate (i.e. it fails to incorporate important perspectives); and/or it is inaccurate (i.e. fails to acknowledge incommensurable features).

Most treatments cover only a limited aspect of the phenomenon as a whole and devote little attention to systematizing alternative perspectives or to developing a vocabulary for describing divergent approaches, thereby limiting potential research to "gap spotting" or "under problematization". Researchers hold that both CSR and HRM are value laden and contested arenas and, as such, that making implicit and unchallenged assumptions about what comprises (or should comprise) either construct will result in narrow, partial interpretations of the CSR-HRM relationship.

**Case Study Questions:**

- (a) According to the case study, *what* are the challenges/issues exist in integrating HRM with CSR?  
(05 Marks)
- (b) *Whether* social responsibility of HRM limits/restricts the relationship between employer and workers? **Explain** your views.  
(05 Marks)
- (c) *Suggest* a suitable theory to explore the relationship between CSR and HRM. Give reasons *why* you suggested that theory?  
(05 Marks)
- (d) According to your perspective, *examine* the relationship between CSR and HRM with practical examples.  
(05 Marks)
- (Total 20 Marks)

Q2.

- (a) *Explain* the meaning of “Social Responsibility of HRM” in global context.  
(04 Marks)
- (b) *Propose* two conceptual frameworks/models which explains the dimensions of Social Responsibility of HRM and briefly *compare* both models.  
(08 Marks)
- (c) *Discuss* the concept of “Family-Supportive Work Environment” with its model and dimensions.  
(08 Marks)
- (Total 20 Marks)

Q3.

- (a) Briefly *evaluate* the central role of HRM in the search for sustainable organization.  
(07 Marks)
- (b) Critically *explore* and *evaluate* the ethical nature of human resource management.  
(08 Marks)
- (c) *Identify* and *define* current ethical and moral issues confronting HR Managers.  
(05 Marks)
- (Total 20 Marks)

**Q4.**

(a) *Identify* and *suggest* four (4) socially responsible HRM initiatives which are useful to employees to reduce their stress levels at work place.

(04 Ma

(b) *Explain* the meaning of 'spirituality at work' and *discuss* the role of HRM in promoting 'spirituality at work'.

(08 Ma

(c) "Social and Environmental Problems faced by an organization can be effectively handled by abilities and motivation of its employees as well as opportunities provided by organization to them". *Explain* this statement by using 'AMO Theory' at following levels:

1. Individual Level
2. Group/Organizational Level

(08 Ma

(Total 20 Ma

**Q5.**

(a) In which ways 'Actor Network Theory' would help HR Managers to solve some of the problems? *Explain* with examples.

(06 Ma

(b) *Identify* two (2) key diversity management related issues and briefly discuss how HRM can contribute to eliminate those issues.

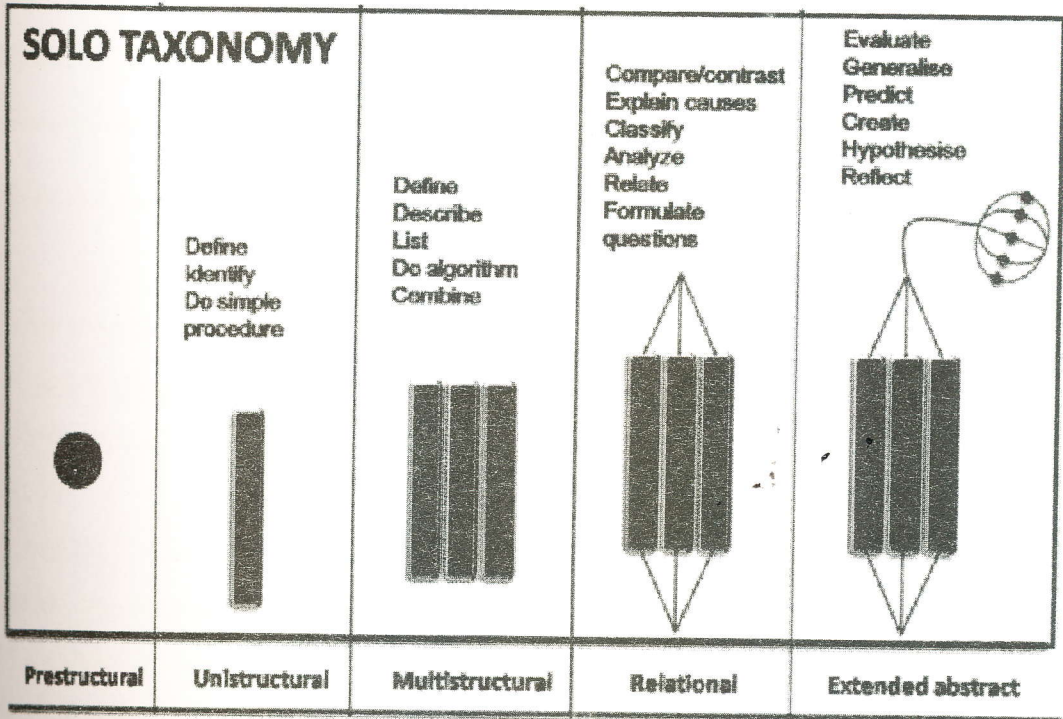
(06 Ma

(c) *Create* a new/an innovative conceptual model in HRM by using following concepts and applying 'SOLO Taxonomy':

1. HRM
2. Social Concern
3. Financial Concern
4. Environmental Concern
5. Strategic HRM

6. Sustainability HRM
7. Spiritual Orientation of HRM
8. Ethical Orientation of HRM

(08 Marks)



(Total 20 Marks)