



THE OPEN UNIVERSITY OF SRI LANKA
MASTER OF BUSINESS ADMINISTRATION IN HUMAN RESOURCE
MANAGEMENT
FINAL EXAMINATION – MARCH 2021
MCP2253/MSPA443/HRPA443 –INTERNATIONAL HUMAN RESOURCE
MANAGEMENT
DURATION: 03 HOURS

Date: 13 MARCH 2021

Time: 9.30a.m. to 12.30p.m.

Answer FIRST question (compulsory question) and any THREE (3) questions from others.

All answers must be completed written neatly and focused.

This question paper consists of FIVE questions.

[1]. **Case study: Waiting in New Delhi, India**

Richard was a 30 years old American sent by his Chicago based company to set up a buying office in India. The new office's main mission was to source large quantities of consumer goods in India: cotton garments, accessories and shoes as well as industrial products such as tent fabric and cast iron components.

India's Ministry of Foreign Trade (MFT) had invited Richard's company to open this buying office because they knew it would promote exports, bring in badly needed foreign exchange and provide manufacturing know how to Indian factories.

This was in fact the first international sourcing office of Richard's company to be located anywhere in South Asia. The MFT wanted it to succeed so that other Western and Japanese companies could be persuaded to establish similar procurement offices.

The expatriate manager decided to set up the office in the capital, New Delhi, because he knew he would have to meet frequently with senior government officials. Since the Indian government closely regulated all trade and industry. Richard often found it necessary to help his supplies to obtain import licenses for the semi manufactures and components they required to produce the finished goods his company has ordered.

Richard found these government meetings frustrating. Even though he always phoned to make firm appointments, the bureaucrats usually kept him waiting for hours before they met with him, not only that, meetings would be continuously interrupted by phone calls and unannounced visitors as well as by clerks bringing in stacks of letters and documents to be signed. Because of all the waiting and the constant interruptions it regularly took him half a day or more to accomplish something that could have been done back home in 20 minutes.

Three months into this assignments Richard began to think about requesting a transfer to a different part of the world, "Somewhere where things work". He just could not understand why the Indian officials were being so rude. Why did they keep him waiting? Why didn't the bureaucrats hold their incoming calls and sign those papers after the meeting to avoid the constant interruptions?

After all, the government of India had actually invited his company to open this buying office, So didn't he have the right to expect reasonably courteous treatment from the officials in the various ministries and agencies he had to deal with?

Question:

- a). Suggest recruitment and selection procedure for selecting expatriates that this company must use. (20 marks)
- b). Design a cross cultural training programme for Richard that this company could have done for him before he came to India. Recommend a good pre departure training for the expatriate in this company. (20 marks)
- [2]. a). What are the main similarities and differences between domestic and international HRM? Discuss two HR activities in which a multinational firm must engage that would not be required in a domestic environment. (12 marks)
- b). Define these terms: international HRM, PCN, HCN and TCN. (08 marks)
- [3]. Discuss Ethnocentric, Polycentric and Geocentric staffing strategies that multinational companies adopt while setting up a new unit in a host country. Give the advantages and disadvantages of each strategy. (20 marks)
- [4]. a). Explain how balancing the interests of global and local, occupational and functional perspectives might play out in a compensation decision scenario. (10 marks)
- b). What are the specific HRM challenges in a networked firm? What factor should you consider in order to make the virtual assignment effective? (10 marks)
- [5]. Write short notes on the followings
- a. Globalization
 - b. Off-shoring activities
 - c. Expatriate failure
 - d. Challenges of dual career
- (4X5 = 20 marks)

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