

**THE OPEN UNIVERSITY OF SRI LANKA
MASTER OF BUSINESS ADMINISTRATION IN HUMAN RESOURCE
MANAGEMENT
FINAL EXAMINATION – APRIL 2022
HRPA443/MSPA443/ MCP2253–INTERNATIONAL HUMAN RESOURCE
MANAGEMENT
DURATION: 03 HOURS**



Date: 30 APRIL 2022

Time: 1.30p.m. to 4.30p.m.

No. of Questions: 05

No. of Pages: 02

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

All answers must be completely written neatly and focused.

This question paper consists of FIVE questions.

[1]. **Case study:** Fish to go is going places

Your company, Fish to Go, is a quick service restaurant specializing in fish tacos. Your success in the United States has been excellent, and your company has decided to develop an international strategy to further develop your market share. As the vice president for human resources, you have been asked to develop an international staffing strategy. The organization has decided that it makes the most sense to hire host-country nationals to manage the restaurants. Your current Fish to Go managers earn upwards of \$45,000 per year, plus 2 percent profit sharing. The organization is also looking to you to determine and develop a comprehensive training program for your host country managers. A training program is also needed for employees, but you have decided to wait and develop this with input from the host-country managers. Fish to Go has identified Mexico and the UK as the first two countries that will be entered. Perform the necessary research to prepare a Power Point presentation to the board of directors.

Questions:

a). What are the advantages of choosing a host-country national staffing strategy?

(10 marks)

b). Develop a compensation plan for each of the two countries, revising the current compensation for managers in the United States, if necessary. The compensation plan should include salary, benefits, and any other fringe benefits to attract the most qualified people. The plan should also address any legal compensation requirements for both countries.

(20 marks)

c). Develop an outline for a training plan, making reasonable assumptions about the information a new manager would need to know at Fish to Go.

(10 marks)

[2]. a). Explain which factors determine the choice of a staffing approach? Would a MNE choose the same staffing approach worldwide? Place your arguments in the context of the model outlining determinants of staffing choices.

(12 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?

(08 marks)

[3]. Your manager has just notified you that one of your marketing managers has taken an assignment in China to work for one year. You tell your manager you will begin the visa process for employment. She disagrees and tells you it will be quicker to just get a tourist visa. You mention this is illegal and could get the employee and company in trouble, but she insists on your getting a tourist visa so the employee can leave within the month. How would you handle this?

How would you personally prepare an expatriate for an international assignment?

(20 marks)

[4]. Part of understanding HRM internationally is to understand culture. Hofstede developed five dimensions of culture. First, there is the *individualism-collectivism* aspect, which refers to the tendency of a country to focus on individuals versus the good of the group.

Discuss the above statement in terms of cultural context in international HRM.

(20 marks)

[5]. Write short notes on the followings

- a. Challenges of dual career
- b. Going Rate and Balance Sheet Approaches
- c. PCN, HCN and TCN
- d. An Expatriate Assignment

(4X5 = 20 marks)

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