

THE OPEN UNIVERSITY OF SRI LANKA  
FACULTY OF MANAGEMENT STUDIES  
MASTER OF BUSINESS ADMINISTRATION IN HUMAN RESOURCE  
MANAGEMENT  
FINAL EXAMINATION- JUNE 2025  
HRPA443 – INTERNATIONAL HUMAN RESOURCE MANAGEMENT  
DURATION: THREE (03) HOURS



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Date: 22 JUNE 2025

Time: 01.30 p.m. - 04.30 p.m.

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No. of Questions: 05

No. of Pages: 02

Instructions:

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

All answers must be completely written neatly and focused.

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1. Case study: Meeting on a Friday in Kenya

For a long time our building company had finished an important project concerning a new major route in Kenya. However, not all the money had been paid by our customer.

Therefore, the Managing Director of the Kenyan subsidiary of the building corporation organized a meeting with the representative of the respective Kenyan government agency.

The meeting was scheduled for the next Friday at 10 a.m.

The meeting started and the representative was very polite and friendly. However, at the same time he also seemed to be quite nervous. Every few minutes he received a telephone call or had to initiate a telephone call himself. All phone discussions were carried out in the local language. Despite the interruptions, I tried to explain the reason for my visit — the outstanding account balance. Of course, the government representative apologized for every interruption. However, after 15 minutes we were both extremely tense because the conversation did not advance at all.

Eventually, I said that I was sorry that my counterpart had so much to do and asked for another meeting the next Tuesday. Instantly, the government representative was relaxed again and happily confirmed the new meeting. Now he could finally concentrate on the preparation and organization of his big family meeting this weekend, which is typical for large Kenyan families.

Questions:

(a) Explain the Hofstede's cultural dimensions model, indicating its key components.

(10 marks)

(b) Relate the situation described to one of the cultural dimensions identified by

Hofstede. How can you explain it?

(15 marks)

(c) How does this situation compare to comparable situations in your home country?

Please explain. Where are the limits of the cultural explanation? (15 marks)

*Source:* Based on DGFP, M. Festing, K.—P. Gempper, G. Gesche, J. Hagenmüller, U. Hann, D. Slevogt, G. Trautwein, P. Esch, and S. Armutat, (eds) *Interkulturelle Managementsituation in der Praxis.*

*Kommentierte Fallbeispiele für Führungskräfte und Personalmanager (Bielefeld: Bertelsmann, 2004) 42*

2. Effective repatriation is as critical as successful expatriation. Without a well-structured repatriation management process, organizations face the risk of cultural disorientation, disengagement, and the loss of high-performing talent.

Identify and explain four key elements that should be addressed in the repatriation process to minimize reverse culture shock and ensure talent retention. Justify your answer with relevant examples (20 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) What are the key similarities and differences between domestic and international human resource management? In your discussion, highlight the scope of any two HRM functions, and analyze the resulting roles and competencies required of HR managers in multinational enterprises. (14 marks)

b). Explain the following terms with examples commonly used in international HRM: PCN, HCN, and TCN. (06 marks)

5. Write short notes on the following

- a. Local plus
- b. Expatriate failure
- c. Sales subsidiary
- d. Globalization

(4x5=20 marks)

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