

The Open University of Sri Lanka

Faculty of Management Studies

Bachelor of Management Studies Honours in HRM Degree Programme

Final Examination - 2024/2025

HRU4303 – Human Resource Diversity

Duration – Three (03) Hours



Date: 11.01.2026

Time: 01.30 PM – 04.30 PM

Instructions: Answer Question 01, the Compulsory Case Study Question, and any other four (04) questions.

Question 01 (Compulsory Question)

Case Title: *Building an Inclusive Workplace at CeyTech Solutions*

CeyTech Solutions, a rapidly growing IT company in Colombo, employed staff from diverse ethnic, religious, and linguistic backgrounds, reflecting the multicultural nature of Sri Lanka. Despite this diversity, the HR department noticed increasing conflicts among employees related to communication styles, cultural misunderstandings, and unintentional biases. For example, Tamil-speaking employees felt sidelined during team meetings conducted mainly in Sinhala, while Muslim female staff reported discomfort with certain team activities scheduled during prayer times. Additionally, some employees from rural backgrounds expressed feeling excluded from informal social groups dominated by urban staff.

Recognizing the need for a more inclusive culture, the HR Director launched a Diversity and Inclusion (D&I) Initiative to promote cultural harmony and equal opportunities. The program included awareness workshops on cultural sensitivity, language-inclusive communication practices, flexible scheduling during religious observances, and a mentorship system pairing employees from different backgrounds. HR also introduced multilingual internal communication and encouraged diverse representation in project teams.

Within six months, employee engagement improved significantly, trust among teams increased, and staff from minority groups reported feeling more valued. Productivity rose as cross-cultural collaboration strengthened, positioning CeyTech as an inclusive employer in Sri Lanka's competitive IT industry.

Question 01

(i) How can a multicultural country like Sri Lanka benefit from organizations promoting diversity and inclusion in the workplace? Explain using examples from the case study. **(20 Marks)**

(ii) If you were the HR Manager, what additional strategies would you implement to improve inclusion in the workplace in solving the issues faced in the case study?

Elaborate, providing an example for each strategy. **(20 Marks)**

(40 Marks)

Question 02

Differentiate the concept of “Diversity” and the concept of “Inclusion” with an explanation of the link between the two concepts. **(15 Marks)**

Question 03

Explain what you mean by “Oppression” by elaborating on any three types of oppression. **(15 Marks)**

Question 04

Elaborate on how you can incorporate inclusion into HRM practices and policies with four examples from HR functions. **(15 Marks)**

Question 05

Discuss with examples on how an organization can have strategic advantages from innovativeness and creativity by promoting a diversity inclusive culture. **(15 Marks)**

Question 06

Elaborate on how “Bias” can negatively influence Human Resource Management decisions when working as an HR Professional, providing examples from Recruitment, Selection, and employee movements functions. **(15 Marks)**

(Total = 100 Marks)

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