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THE OPEN UNIVERSITY OF SRI LANKA
MASTER OF BUSINESS ADMINSITRATION IN HUMAN RESOURCE MANAGEMENT
FINAL EXAMINATION – AUGUST 2024
HRPA443/MSPA443/ MCP2253–INTERNATIONAL HUMAN RESOURCE MANAGEMENT
DURATION: 03 HOURS

Date: 04 August 2024 **Time: 9.30a.m. to 12.30p.m.**

Answer Question No 01(compulsory question) and any THREE (3) questions from others.

All answers must be written neatly and focused.
This question paper consists of FIVE questions.

[1]. **Case study:** ***TechCo in the USA***

TechCo's headquarters in the US has a well-established HRM system that focuses on innovation, employee empowerment, and a strong corporate culture. The company prides itself on attracting top talent and fostering a dynamic work environment. With the acquisition of the Sri Lankan firm, TechCo aims to leverage local expertise and expand its customer base in Asia.

There is a noticeable cultural gap between the US headquarters and the newly acquired India Sri Lankan subsidiary. Employees in Sri Lanka have different work expectations, communication styles, and hierarchical structures compared to their American counterparts. TechCo's HR policies, such as performance management and compensation structures, are tailored to the US market. Adapting these policies to comply with local laws and cultural norms in Sri Lanka poses a significant challenge.

Integrating talent from the Asia subsidiary into TechCo's global teams while maintaining cohesion and alignment with the company's strategic goals is proving to be complex. There is a need to develop leadership pipelines in both the US and Sri Lanka to ensure continuity and effectiveness in management across borders.

TechCo Evaluate current IHRM strategy and its alignment with the company's international expansion goals. Identify potential strengths and weaknesses in their approach.Seeking recommendations on how TechCo can address the challenges identified. Consider strategies for fostering cultural integration, adapting HR policies, enhancing talent management practices, and developing global leadership capabilities.

Questions:

a). How can TechCo leverage cultural diversity as a competitive advantage in its international expansion? (15 marks)

b). What are the implications of different legal and regulatory environments in the US and Sri Lanka on TechCo's HRM practices? (25 marks)

[2]. Effective cross-cultural management is crucial for multinational companies operating in diverse global markets. Cross-cultural management contributes to competitive advantage in today's global business environment.

a) Discuss the key principles, challenges, and strategies involved in managing cross-cultural teams and organizations. (10 marks)

b) Illustrate the impact of cultural diversity on organizational dynamics and performance in the MNC with suitable examples. (10 marks)

[3]. "Due to current environmental interdependence and a high flow of migration, culture is not confined to a territorially limited area. This represents new challenges for HRM, but at the same time, it also offers new opportunities. Since new generation was born into an information society and grew up with the computer, faster, self-organized learners, and highly flexible where this phenomenon should be observed beyond cultural borders."

Briefly discuss the factors involved in a new combination of various challenges faced by MNCs as well as Employees. (20 marks)

[4]. a). Outline the main characteristics of the four approaches to international staffing. What are the reasons for using international assignments? (10 marks)

b). Explain what most important factors are involved in the selection decision of expatriates using suitable examples. (10 marks)

[5]. Write short notes on following

a. Balance Sheet Approaches
b. An Expatriate Assignment
c. PCN, HCN and TCN
d. Challenges of Globalization

(4X5 = 20 marks)

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