

**University of Colombo, Sri Lanka
Faculty of Graduate Studies**

**Final Examination
Masters in Japanese Studies (Semester I) - 2018/2019**

MJS 6101 – Managerial Systems in Japan

This is an open-book examination.

Answer **FOUR (04)** Questions only.

Time: **Three (03) Hours** only

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1. “Japanese companies have adapted their human resources practices in varying degrees to deal with the changing economic environment, while maintaining parts of the traditional management system.” – (Firkola, 2006)

Discuss how Japanese firms have customized the pillars of Japanese management to face the changes in local and global business environments, with examples.

(25 marks)

2. Japanese economy still could not have a considerable turnaround from the economic crisis it experienced after the bubble economy from 1985 to 1991. According to economic predictions, this crisis situation would remain and adversely affect the economy in the future as well.

Identify appropriate labour market changes which should be introduced in near future to mitigate the macroeconomic problems of Japan.

(25 marks)

3. Managerial practices of high-context cultures are significantly different from that of low-context cultures. Therefore, expatriate managers from low-context cultures should be rationally selected and well-trained to suit the requirements of high-context cultures.

What are your recommendations to a firm in a low-context culture in its expatriate decision to its subsidiary in Japan? Justify each of your recommendations.

(25 marks)

4. International strategic alliance is a modern business model which enables all international business partners to gain through cooperation. However, the partners' objectives and characteristics apparently determine the success of such alliance.

Evaluate the international strategic alliances of Hero (India) – Honda (Japan) and Suzuki (Japan) – Volkswagen (Germany) as international strategic alliances and identify the reasons for its success or failure.

(25 marks)

5. Post-war Industrial policy of Japan is attributed with unique characteristics to promote its business competitiveness. It specifically explained the importance and roles of the private sector and the government.

You are required to identify policy implications for the industrial policy of Sri Lanka from the general lessons learnt from the post-war industrial policy of Japan.

(25 marks)
