

UNIVERSITY OF COLOMBO
FACULTY OF GRADUATE STUDIES

**Final Examination in Post Graduate Diploma in Labour Relations and
Human Resources Management – Semester II**

2020/21 Online Open Book Examinations

PG Dip (LRHRmgt) -5204 People Management in Global Context

9.00 AM to 12.00 Noon

Answer All five (05) questions.

1. “Herbs Ceylon” (HC) is a Sri Lankan company manufacturing herbal cosmetics. HC is headquartered in Colombo Sri Lanka, and it has 5 subsidiaries in United Kingdom (UK), United States of America (USA), India, Canada and Maldives. Sama is a Sri Lankan born British lady who is working as a Marketing Manager at the HC in USA. Deva is an Indian national working as Head of Finance for HC Canada. Chamila is a Sri Lankan working in the Colombo office as a Senior Officer and Sarah is a Maldivian working in Sri Lankan office, as a Sales Manager. Other than these appointments, all other managerial level and above positions at subsidiaries are usually staffed with local staff and locals are given the freedom to make decisions concerning subsidiary operations.
- i. Identify the current staffing approach adopted by HC, and explain the advantages and the disadvantages of the said staffing approach. (08 Marks)
- ii. Recognize the **type of the assignment** in each of the following current and proposed staff movement scenarios.
- a. Sarah’s initial assignment to Sri Lankan office
- b. Chamila being transferred to USA office for 5 years

- c. Sama's assignment at USA office
- d. Once Sama completes her assignment in USA she is assigned to work at Sri Lanka office
- e. After the completion of his assignment in Canada, Deva is posted to the USA office.
- f. After completing 5 years in USA, Chamila is posted back to Sri Lanka
- g. After working in Sri Lanka, Sarah is assigned as Head of Maldivian operation
- h. After working in USA for a year Deva is transferred back to India.

(01 Mark each = 08 Marks)

iii. Briefly explain the types of global organizations

(04 Marks)

(Total 20 Marks)

2. i. Explain the importance of paying attention to elements of national culture in managing human resources in a global company using at least two (02) mini cases discussed in class.

(10 Marks)

ii. Compare and contrast global human resource management with domestic human resource management.

(06 Marks)

iii. List factors that moderate HR activities in a global organization as domestic human resource management activities and international human resource management activities.

(04 Marks)

(Total 20 Marks)

3. i. Explain the expat adjustment life cycle using an appropriate theoretical model discussed in class.

(08 Marks)

ii. What are the advantages and disadvantages of employing "third country nationals" for a global organization?

(06 Marks)

iii. Briefly describe three (03) nonstandard international assignments.

(06 Marks)

(Total 20 Marks)

4. i. Briefly explain sources of re- entry shocks.

(06 Marks)

ii. Explain strategies that can be used to manage repatriation.

(09 Marks)

iii. Describe the content of a cross cultural training method suitable for an expat who will be on an assignment for 2 years, in a county that is not culturally familiar to him.

(05 Marks)

(Total 20 Marks)

5. Write short notes on the following.

i. Strategies to overcome unwarranted union actions in a global company.

ii. Factors affecting expatriate performance.

iii. Traditional Vs nontraditional international assignments.

iv. Complexities involved in international compensation systems.

(05 Marks each)

(Total 20 Marks)
