

AS-818

M.B.A. Semester-IV Examination
INTERNATIONAL H.R.M. (New Course)
Paper—MBA/4306/OB

Time : Three Hours]

[Maximum Marks : 70

SECTION—A

1. (a) Explain IHRM approaches in detail and discuss how they influence international business. 14

OR

- (b) Explain different challenges for effective International HRM. How will you differentiate between International and Domestic HRM ? 14

SECTION—B

2. (a) Explain how to create cross-cultural synergy in a diverse working group. 7
- (b) A product distribution company located in a large city has a highly diversified work force. There are lot of men and women working, who are new immigrants to this country. Unfortunately, the company is experiencing a serious problem with the key jobs either not getting it done at all or getting it done incorrectly. As a HR manager of this company how would you link the situation with the communication problem with the work force and what would be done at the individual level to solve this problems ? 7

OR

- (c) What forces are causing convergence and culture change in IHRM ? 7
- (d) Mr. Robert, and American says;

Living in Florence taught me the importance of appropriate gaze behaviour. One day I was walking to the railway station accompanied by my friend Paolo, a Latin European. It was only a ten minute stroll and I thought we had plenty of time. However, every time Paolo had something to say he would touch me on the shoulder and turn me towards him so that we could look directly into each other's eyes. Since Paolo spoke every few steps, I ended up missing my train. From that day, I mentally doubled my estimated walking time when in the company of Latin Europeans.

Describe the cross-cultural behaviour mentioned in the above case. 7

3. (a) Discuss the characteristics of strong and weak cultures. Explain some management practices that build strong cultures. 7
- (b) If the company, which is working as successful mobile phone manufacturer in domestic market now find opportunity to sell their products in other African country because of change foreign policy, what type of organizational structure you suggest for that company to operate successfully internationally ? 7

OR

- (c) Explain Global matrix structure of human resource management internationally. 7
- (d) An American company eager to do business in Saudi Arabia sent over a sales manager to 'get something going'. The salesman began calling his contact soon after his arrival. After many disappointing appointments the salesman raced into an old friend, who gave him an introduction to some basic rules of Saudi etiquette and how to do business with Arabs. The salesman learned that he had repeatedly insulted his contacts by his impatience, refusal of coffee, 'business first' attitude, aggressive selling and using more left hand.
- (1) What is going wrong with salesman ?
- (2) How he should prepare and behave ? 7

SECTION—C

4. (a) What are the important criteria MNC's should use when selecting expatriates ? What factors may influence this criteria ? 7
- (b) What should be the criteria for compensating employees for their overtime work ? 7

OR

- (c) Explain the elements to be considered for assessing training needs in multinational companies ? 7
- (d) What are the parameters for measuring the employee performance for rewards ? 7

SECTION—D

5. Mrs. Wilfred joined Toyota as an automobile engineer in its USA operations. She is in her late 40s and supporting the education of her two children and the unemployed husband. In fact, her husband was retrenched consequent upon 2008 global economic crisis. The company plans to start its operations in Georgia.

She could not get any kind of promotion in USA during her 20 years career. Her superior attributes her performance as the reason and she attributes the glass-ceiling as the reason for being not promoted.

One day, her superior Mr. Michael called her and apprised her that the company is contemplating to start its operations in its Georgia plant in three months time and she was promoted as Head of the Operations department of the Georgia plant with double her current remuneration as base salary along with a number of allowances like hardship allowance, educational allowances for children, exchange rate stability allowance, COLA, settling-in allowance. Her total remuneration in Georgia would be three times of her current remuneration. Further, the company is contemplating to provide a suitable job to her husband in Georgia plant.

Mrs. Wilfred listened coolly and replied without any kind of emotions, that I can't accept this promotion.

Questions :

- (1) Do you think that management's action of not promoting Mrs. Wilfred in USA's operation is the reason for declining of offer by Mrs. Wilfred ? 5
- (2) Is it due to political conditions in Georgia, Mrs. Wilfred did not accept the promotion ? 5
- (3) Explain the theoretical base related to this case. 4

