

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

Time : Three Hours]

[Maximum Marks : 70

**SECTION—A**

1. (a) Discuss in detail the concept and issues of International H.R.M. 14

**OR**

- (b) What is International H.R.M. ? Explain the barriers and problems faced by Global HRM in detail. 14

**SECTION—B**

2. (a) Which type of employee behaviour is accepted in cross culture organisation ? Discuss. 7
- (b) Mr. Philip, a Mexican importer had been negotiating with European manufacturing company to finalise the purchase contract.

Accordingly the meeting was fixed in the evening. Mr. William, the Export Manager and his assistant had a meeting with Mr. Philip and hosted an excellent dinner to Mr. Philip. Mr. William suddenly got up and said to Mr. Philip, I have to move to Japan early morning. My assistant shall take care of you and he left.

Mr. Philip turned to the young assistant and said 'Would you please tell your boss, I have decided not to sign a contract' ?

Discuss with suitable examples the importance of protocol in conducting international business negotiation. 7

**OR**

- (c) Explain the importance of cross-culture in the performance of international project. 7
- (d) In most of the MNCs, there are employees who strictly follow the office timings. On the other hand, there are some employees who usually overstay and focus on their work with their own interest. Sometimes employees are forced to stay beyond official timing to get urgent jobs. How the uniformity and balance amongst the employees be brought in order to create a constructive organisational culture ? Give suggestions. 7
3. (a) Discuss the different approaches to International HRM in detail. 7
- (b) A German company wishes to do business in Abu-Dhabi. The company sent a Sales Manager to Abu-Dhabi to initiate the business. The Sales Manager started calling Purchase Managers of various companies. In a week's time, he got disappointed with the response. The Sales Manager met one of his friends, in Abu-Dhabi who was working there for a long time. This friend gave him an introduction to some basic rules of Abu-Dhabi etiquette and tips about doing business with Arabs. Within a month, the Sales Manager got some orders. Why Sales Manager was not successful initially ? Explain. 7

**OR**

- (c) How are the cultural impact and organisational performance linked to each other ? 7
- (d) An Indian Company, operating in electronic products is very successful in Indian Market. Now the company plans to operate in African countries. Suggest a suitable organisation structure to company so that it can operate successfully in international market. 7

### SECTION—C

4. (a) Discuss the role of HR in maintaining ethical policies and behaviour in International Projects. 7
- (b) “Ethical approach in an International business fetches long term benefits.” Elucidate. 7

### OR

- (c) Explain the concept of organisational ethics in the context of International HRM. 7
- (d) “Do you think that if managers use ethical decision framework as a part of their decision making in International projects, then the domestic industry will survive ?” Justify your answer. 7

### SECTION—D

5. A reputed Airline Company of Indonesia used to pay considerably more compensation to expatriate pilots compared to that of national pilots. Though the national pilots were in no way inferior to expatriate pilots. The salary discrimination was done to attract foreign pilots due to shortage of national pilots. This practice was carried in many of public and private organisations in Indonesia.

The discrimination in compensation resulted in the dissatisfaction among national pilots and forced them to look for opportunities in other countries. The fast growth of Airline industry over the globe increased the job opportunities. A large number of dissatisfied pilots of Indonesia got jobs in other Airlines.

The migration of pilots resulted in shortage of pilots in Indonesia and caused irregularities in the operations as Airline did not have required number of pilots to operate their flights.

Questions :

- (i) Analyse the case. 3
- (ii) Suggest the strategy to prevent this type of problem. 6
- (iii) In your opinion, is this type of compensation discrimination based on nationality desirable ? Justify your answer. 5