

AU-1658

M.B.A. Semester—IV Examination

INTERNATIONAL H.R.M.

Paper—MBA/4306/OB

Time : Three Hours]

[Maximum Marks : 70

Note :—(1) Attempt **ALL** questions.

(2) Figures to the right indicate full marks.

SECTION—A

1. (a) How does International HRM differ from Domestic HRM ? What challenges do these differences present for HR professionals ? 14

OR

- (b) What are the different stages of Internationalization of a Business ? Explain how the organization's degree of internationalization affects HRM policies and practices ? 14

SECTION—B

2. (a) Explain the importance of culture to International HRM. 7
- (b) An American was appointed as Assistant HRM in a Malaysian firm. After earning credits from his superiors, he completely changed and acquired the workplace culture of an average Malaysian firm like moonlighting, flexible work schedules, flexible timings and flexible work programs that affect the work performance of the employees as well as the supply chain and organizational performance adversely. It also affected the delivery of output and work schedules. As an HR manager, how will you tackle this undesirable situation ? 7

OR

- (c) Explain in detail the impact of Ethnocentric, Polycentric Orientation of Internationalization of Business on International HRM. 7

- (d) IBM had a sales centric or sales oriented business culture. Many of its top executives would be chosen from sales force. They often gave support to salesman in process of making sales to important customers. IBM employees also had a uniform of blue suit, white shirt and dark tie. Later, it was relaxed.

As a result of 'Jam'-(sophisticated text analysis software-classifier to mine online comments), the company's values were updated to reflect 3 modern business, market place and, employee views :

'Dedication to every client's success', Innovation that matters for IBM and world', 'Trust and Personal Responsibility in all relationships'. Analyze and discuss to what extent IBM's culture helped the company to perform efficiently ? 7

3. (a) Discuss the different approaches to International HRM in detail. 7
(b) Peugeot Motors, a European MNC has bought the rights of Ambassador Car. They are coming in India to revitalize this car brand. As an HR Expert, suggest them about organizing their Multinational structure. 7

OR

- (c) Discuss in detail about how culture affects the Organizational Performance. 7
(d) Many Govt./Public units have been closed or become sick due to stiff competition. Due to open market Economy, liberalization : most of the sectors have been privatised partly or wholly. Privatization has changed the culture of frequent strikes, lesser productivity, appraisals etc. in most of the countries. Today employees are taken on off-Roll or on contractual basis. Justify and comment in the context of International HRM. 7

SECTION—C

4. (a) What do you mean by TCN, IICN, PCN ? Explain. 7
(b) What care should be taken while selecting Expatriate for offshore location ? 7

OR

- (c) What are the components of Expatriate Training Program in International HRM ? 7
(d) 'Compensation Package for Home Country National and an expatriate doing similar job is different.' Justify and comment. 7

SECTION—D

5. Graziano Transmissions India, an Indian subsidiary of Italian firm has been compelled by worker protests to agree to reinstate all but 15 of the 250 contract employees. These 15 workers were dismissed and will not be made permanent as they went on strike demanding salary raise. Workers gathered and a group of representatives went in to discuss with management. The Co. had agreed and renewed its agreement to provide Rs. 3000 per month pay increase but not ready to reinstate those 15 dismissed employees. These sacked workers rushed into premises when the gates opened to let a car in. They smashed 20 Cars inside the compound. CEO came out to reason and discuss the matter but he was abused and when he objected, they beat him to death with hammer. FICCI intervened and issued a statement that 'the culprits should be brought to book swiftly and given severest punishment for the act'. Central Home Minister made a cell led by DSP and officers in it were solely responsible for industrial issues and disputes. But the CPI (Marxist) Party and UPA Govt. didn't take any hard actions in this regard. As this was a setback to their drive of making India a haven for benefit of investors.

- | | |
|--|---|
| (a) Analyze the case. | 7 |
| (b) Discuss the risks involved in a job in an MNC on International projects in different cultures and measures to tackle them. | 7 |