

MBA (Semester—IV) Examination
INTERNATIONAL HUMAN RESOURCE MANAGEMENT
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) Define International HRM. Explain in detail the concept and various issues involved in International HRM. 14

OR

- (b) What are the various factors that have been driving the increased internalization of Business ? How is HRM affected by this ? 14

SECTION—B

2. (a) What is the relationship between cultural values and HRM practices ? 7
(b) Americans follow the Values of Action, Freedom and Equality. Whereas Japanese on the contrary follow Patience, Harmony and Hierarchy. Americans are very Informal at workplace and call everyone including seniors by their Names and in Japan formality and due respect are followed. Comment on the differences in organizational cultures of these two countries. 7

OR

- (c) Explain in detail Geert Hofstede's dimensions of culture in International HRM. 7
(d) Indian Automotive Co. wanted to make a Business Deal with European Automobile manufacturer. Indian Delegation went to Germany for Negotiating on the Contractual Deal. How should they cautiously proceed with cross Cultural Negotiations ? 7
3. (a) What are the different stages of Internalization of a Business ? 7
(b) Google provides all sorts of facilities to its employees like better salary than industry standards, pool, massage, playing games, dinner/lunch, working environment and amenities. It also offers to work from home and liberal/flexible work schedules. But employees love to come to their office. It offers more openness and scope for innovation. Comment on the organizational culture at Google and its performance. 7

OR

- (c) Explain in detail the factors to be considered for setting up organizational structure of a MNC. 7
(d) McDonalds employs polycentric approach to its business by offering local cuisine to its customers like Aloo Tikki, Maharaja Mac in India and Hamburger in USA. Coca Cola alters its advertisement and Brand Ambassadors in different countries. Whereas few MNC value their ethnicity and don't change their approach of doing business in foreign countries but still are successful. Comment. 7

SECTION—C

4. (a) Why do MNC's need different types of Human Resources ? 7
(b) Discuss the different selection techniques in foreign employment. 7

OR

- (c) How do you make the performance management in MNC's effective ? 7
- (d) What is the concept of Global mindset and Global mindset training ? 7

SECTION-D

5. Coca Cola underpaid more than 2000 female employees in recent years and will give them \$ 8.1 mn to make amends. More than half of the total \$ 4.2 mn will be paid under an agreement Coca Cola struck with the US Dept. of Labor's office of Federal Contract Compliance Program. That money will go to 980 current and former employees in Coca Cola's Atlanta based corporate operations, mostly in professional level jobs. The \$ 4.2 mn payment for salary discrimination is one of the largest in the agency's history. Another \$ 3.9 mn will be paid to 1100 current and former female employees in Coca Cola's North America operations. The company is making those payments voluntarily. The Govt. investigation, initiated in 2000, did not look at Coca Cola's operations in North America.

The company said it went beyond the agreement with the Govt. when it found pay disparities in that area. The deal brings Coca Cola's recent discrimination pay-outs to more than \$ 200 mn. Last year, a federal judge approved a \$ 192.5 mn settlement in a class-action Racial Discrimination case involving current and former African-American Employees. The contract compliance program Audit, which was unrelated to the race-discrimination lawsuit, looked at pay practices from Dec. 31, 1998 to Dec. 15, 2000. Many of the workers who will get money are no longer with Coca Cola either because they quit or were fired when the company had a massive job cut in 2000.

- (a) Analyse the case. 4
- (b) Discuss the problems that Coca Cola encountered due to payment of low salaries for women employees compared to that of men. 7
- (c) Is it ethical to discriminate on the basis of Sex or Race in a MNC ? 3