3. Discuss the problems of women expatriates in general.

4. Explain the role of knowledge management in IHRM.

5. Give a note on the International performance appraisal system.


7. Explain the importance of Human Resource Planning.

SECTION – B

Answer any three questions. Each carries 10 marks. (10×3=30)

8. Distinguish between DHRM and IHRM.

9. Discuss in detail about the compensation components of IHRM.

10. Distinguish HR practices in Japan, USA and India.

11. Elucidate the new methods of training of Expatriates.
SECTION – C

Case study: **Compulsory**  

(1x15=15)

12. Meeting on a Friday in Kenya.

For a long time our building company had finished an important project concerning a new major route in Kenya. However, not all the money had been paid by our customer. Therefore, the Managing Director of the Kenyan subsidiary of the building corporation organized a meeting with the representative of the respective Kenyan government agency. The meeting was scheduled for the next Friday at 10 a.m.

The meetings started and the representative was very polite and friendly. However, at the same time he also seemed to be quite nervous. Every few minutes he received a telephone call or had to initiate a telephone call himself. All phone discussions were carried out in the local language.

Despite the interruptions, I tried to explain the reason for my visit – the outstanding account balance. Of course, the government representative apologized for every interruption. However, after 15 minutes we were both extremely tense because the conversation did not advance at all.

Eventually, I said that I was sorry that my counterpart had so much to do and asked for another meeting the next Tuesday. Instantly, the government representative was relaxed again and happily confirmed the new meeting. Now he could finally concentrate on the preparation and organization of his big family meeting this weekend, which is typical for large Kenyan families.

Discussion questions:

a) Create SWOT analysis of the case:

b) Relate the described situation to one of the cultural dimensions identified by Hofstede. How can you explain it?

c) How does this situation compare to comparable situations in your home country? Please explain. Where are the limits of the cultural explanation?
IV Semester M.B.A. Degree Examination, July 2017
(CBCS Scheme)
MANAGEMENT
4.4.2 : International Human Resource Management

Time : 3 Hours
Max. Marks : 70

Instruction: Answer all Section.

SECTION – A

Answer any five questions, each carries 5 marks. (5×5=25)

1. Discuss Human Resource Planning in international context.
2. Explain in detail the process of repatriation and the challenges in repatriation.
3. Distinguish between traditional and virtual organizations.
4. Knowledge management in MNCs is a planned exercise. Discuss.
5. Elucidate the roles of the international HR Manager.
6. Bring out the role of international education in IHRM.
7. Write short notes on:
   a) Expatriate
   b) Knowledge transfer
   c) Diversity.

SECTION – B

Answer any three questions. (10×3=30)

8. Explain in detail on the training and development of expatriates. How do you manage cultural differences while acquiring new employees?
9. Discuss in detail the components, objectives and methods of international compensation and also the challenges in taxation decisions.

10. Discuss on the barriers and approaches to TQHRM. Compare and contrast TQHRM with traditional HRM.

11. Discuss on the process of conflict management while managing an international workforce. Explain with an example of Japan and China.

SECTION – C

12. Case study:

**Compulsory Question:**

(15x1=15)

**Compensation Problems with a Global Workforce**

Expanding the international workforce to include non-US employees has brought increased capabilities and decreased costs – along with a new set of compensation problems. For example, the director of international HR for a large multinational company, faced just such a dilemma. "It seems as though our international compensation program has gotten out of hand. I have US expatriates, third-country nationals and inpatiaries yelling at me about their allowances. [In addition] headquarters is yelling at me because the costs are too high. Quite frankly, I can't seem to get any answers from our consultant and no one else in the industry seems to know how to approach the problem." This San José-based multinational has forty US expatriates working as field engineers and marketing managers in fourteen countries. But it also has foreign national employees from the Philippines, Japan and Bolivia working alongside the US employees in eight locations worldwide. And finally, it has foreign nationals from Thailand and the Philippines working with US nationals at the organization’s San José, California, headquarters. In all cases, it is the firm’s policy to send such employees out on foreign assignments for less than five years and then return them to their home countries. An example of the type of complaints that were being received from the expats involves the following problem concerning inpatiaries working at the San José headquarters. The firm has a field engineer from the Philippines who’s earning the equivalent of US$25,000 in Manila. It has another field engineer from Thailand who’s earning the equivalent of US$30,000 in Bangkok. And they’ve both been relocated to the San José facility and are working side by side with American field engineers who earn $60,000 for the same job. Not only do they work side by side, but they live near
each other, shop at the same stores and eat at the same restaurants. The problem the IHR director has is that he's spending a lot of money on cost-of-living adjustment data for expats from two different home countries, both going to San José and yet their current standard of living is the same and the same as that of their local peers. They're angry because their allowances don't reflect how they live in San José. Their allowances also don't reflect how they lived in their home countries, either. "So what we have are two employees, one earning $25,000 and the other earning $30,000 (plus cost-of-living adjustments), working and living side by side with US counterparts who are earning $60,000. The solution that most companies have tried is to simply raise the foreign nationals' salaries to the $60,000 US level, thereby creating a host-country pay system for a home-country employee. " Unfortunately, there's nothing more pathetic than the tears of your foreign nationals when it's time to return home and you have to tell them you're cutting their salary to the pre-US assignment level. What you . . . are looking for is a pay system that will compensate your foreign nationals either by pay or by provided benefits [including, e.g., housing and local transportation], in consistent, fair and equitable manner and will allow you to repatriate them with minimal trauma."

Answer the below questions:

1) What are the compensation problems identified in the above case?

2) Suggest the strategies where the global companies can manage their compensation plans without hurting employee's morale.

3) With all the challenges and compensation strategies, are expatriates satisfied to work in foreign assignments. Discuss.
IV Semester M.B.A. Degree Examination, July 2016 (CBCS) MANAGEMENT 4.4.2 : International Human Resource Management

Time: 3 Hours Max. Marks: 70

SECTION - A

Answer any five questions. Each carries 5 marks. \((5\times5=25)\)

1. Differentiate between domestic HRM and IHRM.
2. Identify the recruitment and selection issues in international labor market.
3. What are the criteria for measuring performance of International employees?
4. List the causes for expatriate failure.
5. What are the prominent features of Japanese Management practices in HR?
6. Explain the Barriers to TQHRM.
7. Discuss the socio cultural factors and ethical issues in BPO Industry.

SECTION - B

Answer any three questions. Each question carries 10 marks. \((3\times10=30)\)

8. Explain repatriation process and the dilemma of returning staff. How can reverse culture shock be dealt effectively?
9. Discuss the key issues in international labour relations.
10. Explain HRM policies and practices in an international context.
11. Explain the approaches to International Compensation.

P.T.O.
12. Case Study: Compulsory.

Last year, and in three of the five preceding years, NPC India incurred heavy losses. Although a large conglomerate, NPC has found these losses hard to accept and has sought to place a freeze on wage increases for its executives. However, after conferring with the Directors, CEO has decided to offer non-financial incentives. His reasoning was that the competition was headhunting, and to make such a blatant no-increase statement might cause the more promising executives to leave the organisation. This, he felt, would be extremely detrimental. He believed that when times were tough, as they had been, that is when excellent managers are needed. Losing them now could only snowball the decline. Accordingly, the Board of Directors has voted to provide each executive with a membership in the local health club. While considered a permanent perk and in lieu of a raise this year, the board rationalized that managing the corporation in the months ahead would be extremely stressful and that this membership would be a means of reducing the stress while enabling the executives to become healthier. Unfortunately, however, the perk was not enough. Grumbling about the chain of events, two executives jumped ship. The ones that stayed did so because of their time invested in the company’s pension. However, they too were upset over the board’s decision.

Questions:

a) How could this perk have been offered or marketed better to these executives?

b) What do you believe is the reason why most of the executives did not find the perk rewarding?

c) Faced with a similar dilemma, what would you have done if you had been the chairman of the Board? What would you do now that the executives are upset?