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**School of Business**  
**Bachelor of Business Administration**  
**Semester End Examination - Nov 2023**

**Duration : 180 Minutes**  
**Max Marks : 100**

**Sem V - D1UA506T - International HRM**

General Instructions

*Answer to the specific question asked*

*Draw neat, labelled diagrams wherever necessary*

*Approved data hand books are allowed subject to verification by the Invigilator*

- 1) What is the usefulness of developing global mindset in global working. K1 (2)
- 2) Explain the advantages of Industrial relations . K2 (4)
- 3) Explain the main characteristics of Trade Unionism? K2 (6)
- 4) Identify the challenges and complexities involved in the International Compensation K3 (9)
- 5) Identify the advantages and the disadvantages associated with the International Compensation. K3 (9)
  
- 6) Read the following caselet and answer the question given below it : K5 (10)  
Many employees experience reverse culture shock upon returning home, which is a psychological phenomenon that can lead to feelings of fear, helplessness, irritability, and disorientation. All these factors can cause employees to leave the organization soon after returning from an assignment, and to take their knowledge with them. One problem with repatriation is that the expatriate and family have assumed things stayed the same at home, while in fact friends may have moved, friends changed, or new managers may have been hired along with new employees. Although the manager may be on the same level as other managers when he or she returns, the manager may have less informal authority and clout than managers who have been working in the particular office for a period of time. An effective repatriation program can cost \$3,500 to \$10,000 per family, but the investment is worth it given the critical skills the managers will have gained and can share with the organization. In fact, many expatriates fill leadership positions within organizations, leveraging the skills they gained overseas. One such example is FedEx president and CEO David Bronczek and executive vice president Michael Drucker. Tom Mullady, the manager of international compensation planning at FedEx, makes the case for a good repatriation program when he says, "As we become more and more global, it shows that experience overseas is leveraged back home" (Klaff, 2002). Q. In the light of the above case , analyse the need of repatriation planning process on a continuous basis by the MNCs.

- 7) Read the following caselet and answer the questions given below it : K4 (12)
- Rajesh Software Limited is a fast growing software company in India. It defines, designs and delivers technology-enabled business solutions to its clients. It has a global presence through strategic alliance with leading technology providers located in different parts of the world. In fact, it conducts its global operations through its 22 overseas offices located in countries like the USA, UK, Australia, China, Poland, South Africa, the Philippines and Argentina. The company has 15,000 employees, of which 3200 are expatriates on an international assignment at any point of time. It has an international HR division as part of the well-developed HR department to prepare, expatriate and repatriate the employees linked to foreign assignments. The HR department of this company is managed by Mr. Pranav Kumar, director (HR). The International Human Resource (IHR) division, headed by AGM (IHR) Mr. Srinivas Patel, is responsible for identifying, training, orienting and compensating the expatriate employees. It is also responsible for evaluating the performance of the expatriate on overseas missions. Since Rajesh Software gets a sizeable portion of its income from overseas operations, it has spent a considerable amount of time and resources to develop a global HR system. Yet, the international division of this company faces a few specific problems like high employee attrition among expatriates and a high cost of maintaining them on international assignments. An employee satisfaction survey conducted among the expatriates revealed employee dissatisfaction over performance evaluation and pay differences. Some of the expatriates complained that the IHR division was ignoring the dissimilarity in the expatriate assignments and foreign situation while evaluating the performance of the expatriate employees in the same positions posted to different countries. As such the international performance management tools have failed to recognize the country-or-region-specific difficulties in job performance. Another major problem associated with the expatriate assignment is the high cost of maintaining expatriates on overseas jobs. Rajesh Software estimated that the cost of using local employees. The management also felt that the expatriates often overemphasized short-term results rather than the necessary long-term results since they were aware that they would be working in the foreign assignment only for a few years. The management sought the view of the HR department about the expatriate problems and instructed it to develop strategies to surmount them. The HR department forwarded the letter to the IHR division for its views and responses. Mr. Patel, in his reply, defended both the performance evaluation system for expatriates and the practice of deputing parent-country employees. Regarding performance evaluation, he maintained that a cross-section of the employees, including expatriates, was consulted while designing the international performance standards

and evaluation techniques. Thus, the international performance management system was objective and comprehensive. As regards, the high cost associated with the expatriate employees, he wanted the present system to continue in the future despite managerial vacancies. According to him, the expatriate system enabled the company to have a better and direct control over the foreign branches. When his response was placed before the management, there was a sense of disappointment among the top managers. This was because the response from IHR division was devoid of any concrete solution. Understandably, the management was seriously pondering its next move. Questions: 1) What is your understanding of the seriousness of the problem faced by Rajesh Software Limited in its overseas operations? 2) What is your opinion about the response of the IHR division to the queries raised by the management? 3) Accordingly to you, what should the management do now to address the problems of high attrition and cost in international operations?

- 8) The expatriate employee must be able to blend in seamlessly in the host country. If he feels isolated he will not be as effective as the organization wants him to be. Cultural awareness programs enable the expatriate to gain a broad understanding of the host country's culture so that he will know what to expect once he is actually there . In the light of the above statement , evaluate the role of cultural awareness programs in helping the expatriate in successful completion of the assignments abroad. K5 (15)
- 9) Training employees and giving them the tools needed to develop the global mindset needed to succeed prior to engaging in international endeavours is by far the most effective way to conduct international business and retain employees.' Evaluate the role of global Mindset for effective working of the global organisations in the light of the given statement. K5 (15)
- 10) The rationale behind the geocentric approach is that the world is a pool of talented staff and the most eligible candidate, who is efficient in his field, should be appointed for the job irrespective of his nationality. This approach is followed by the firms that are truly global because they follow the integrated global business strategy. . Keeping in mind the geocentric approach, design a advertisement plan including job description and job specification process for an HR head position in an MNC which is planning to reach the top position by defeating the competitors. K6 (18)