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08MBAHR445/TB465

**Fourth Semester MBA Degree Examination, June/July 2011**  
**International Human Resource Management**

Time: 3 hrs.

Max. Marks:100

**Note: 1. Answer any FOUR full questions from the Q.No.1 to 7.**  
**2. Question No. 8 is compulsory.**

- 1 a. Define **international** human resource management. (03 Marks)  
b. Explain **the differences** between IHRM and domestic HRM. (07 Marks)  
c. Explain **in detail** the models of international HRM. (10 Marks)
- 2 a. Discuss **the debate** on differentiation and integration. (03 Marks)  
b. Explain **in brief** the mechanisms to achieve integration in highly differentiated and global companies. (07 Marks)  
c. Explain **the effects** of national culture in international joint venture operation. (10 Marks)
- 3 a. What do you mean by expatriate failure? (03 Marks)  
b. Explain **in detail** the factors moderating performance. (07 Marks)  
c. Discuss **in detail** the selection criteria of an expatriate. (10 Marks)
- 4 a. Define **performance** management. (03 Marks)  
b. Explain **the performance** management cycle. (07 Marks)  
c. Explain **in detail** the performance appraisal of international employees. (10 Marks)
- 5 a. What is meant by virtual assignment? (03 Marks)  
b. Explain **the sources** of organizational knowledge. (07 Marks)  
c. Explain **the components** of effective pre-departure training programs. (10 Marks)
- 6 a. What are the objectives of international compensation? (03 Marks)  
b. Explain **the key components** of an international compensation program. (07 Marks)  
c. Discuss **in detail** the approaches to international compensation. (10 Marks)
- 7 a. What are the issues of social dumping? (03 Marks)  
b. Explain **the key issues** in international industrial relations. (07 Marks)  
c. Write a note on HRM practices of JAPAN. (10 Marks)

CASE STUDYCEO's Salary and Inequity

An issue there for two decades or more five years before Mr. Ahluwalia stumbled upon the debate in the united sales. Merrill lynch, lucent technologies, citigroup and AT and T axed over 91,000 workers between them. The same year, their four CEO's took home more than \$ 130 million in pay. (Plus more millions in stock options and other sops). Lucent technologies in fact (as the New York daily news pointed out) reported a \$ 17 billions loss and sacked 56,000 workers then to gave its CEO a \$ 22 millions pay off.

Management guru TOM peters long ago suggested that CEO's be caused CDO's that is, chief destruction officers because "you essentially get paid for blowing up your own business before the competition does".

In India, the ILD reports that labour productivity shot up 84 % between 1990 and 2002. But real wages in manufacturing fell 22% in the same period. It sees this as "as indication of deterioration in the incomes and livelihoods of workers. Despite the increasing efficiency of their labour". This was also a period when CEO salaries had begun clocking all time records. Even now, top end compensation in India are growing much faster than in the united states.

As one writer puts it : " expressed as a percentage of profits, Indian company heads are far above their global counterparts for every Rs.1 crore earned as profits, the Indian CEO's take home Rs.16,800". Global CEO's take home Rs.9,900.

Government cannot legislate CEO salaries but they do legislate low end wages. About the one thing Jony Blair can look back on without shame is his governments minimum wage law. The guardian points out that as a result of it, "Britain's lowest paid workers enjoyed a higher improvement in their standard of living since 2003 than those in any other European country?"

Over five years ago, Paul Krugman, in a devastating piece on inequality in the U.S. found it obscene when a CEO there earned a thousand times what an ordinary worker did what about us? Presently, the average package of the top five Indian CEO's is around Rs. 13.5 crore. The lowest paid workers in their own companies would earn 15,000 – 20,000 times less. If we compare these top incomes of those of agricultural worker, the gap would be 32,000 : 1 or worse.

Dr. Krugman argued that it was not simply economic well being that such levels of inequality threatened it was democracy it self. In Dr. Krugman's own nation, long ago, justice Lom's Brandeis said the same thing : "we can have concentrated wealth in the hands of a few or we can have democracy but we cannot have both".

Questions :

- a. Explain why TOM peters suggests calling CEO's as CDO's. (08 Marks)
- b. What role can the government play in regulating salary payouts? (06 Marks)
- c. In the case let, how is salary inequality compared with 'democracy'. (06 Marks)

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