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Fourth Semester MBA Degree Examination, June/July 2013
International Human Resource Management

Time: 3 hrs.

Max. Marks:100

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

- 1** a. Define IHRM. (03 Marks)
b. Discuss the motives of International Joint Ventures. (07 Marks)
c. Discuss the advantages of Global integration. (10 Marks)
- 2** a. Define Explicit knowledge. (03 Marks)
b. Explain the challenges of IHRM. (07 Marks)
c. Discuss the factors involve in expatriate selection. (10 Marks)
- 3** a. What are commuter assignments? (03 Marks)
b. Discuss the factor which influences compensation policy. (07 Marks)
c. Explain performance management cycle. (10 Marks)
- 4** a. Why are alliances formed? (03 Marks)
b. Discuss the responses of MNC's to trade union. (07 Marks)
c. Explain international staff training cycle. (10 Marks)
- 5** a. Define knowledge transfer in international assignment. (03 Marks)
b. Discuss the HRM practices in Japan. (07 Marks)
c. Explain different approaches to multinational staffing. (10 Marks)
- 6** a. What do you mean by international business travelers? (03 Marks)
b. Discuss the types of expatriate training. (07 Marks)
c. Discuss the constraints in goal attainment. (10 Marks)
- 7** a. What are the types of employees? (03 Marks)
b. Explain advantages and disadvantages of balance sheet approach to international compensation. (07 Marks)
c. Discuss modes of IHRM. (10 Marks)

Important Note : 1. On completing your answers, compulsorily draw diagonal cross lines on the remaining blank pages.
2. Any revealing of identification, appeal to evaluator and /or equations written eg, 42+8 = 50, will be treated as malpractice.

8 Case Study:

THREE HR EXPERTS : CAUGHT IN A TRIANGLE HR CONFLICT

A Malaysian Electronics Company promoted its HR Manager, who is also South Korean and a bachelor degree holder in psychology to the level of the CEO of the company, based on his commitment and seriousness in rendering his responsibilities in his earlier jobs.

The company employed an Indian Expatriate – a master degree holder in HRM as the head of HR department and a Fiji national – who did his Master’s programme in political science and a senior executive of a professional human resource association as assistant HR manager. These three executives used to share their experiences and knowledge in HRM in formulating HRM policies, crafting HR, organizational strategies as well as HR practices of the company.

The assistant HR manager brought vibrant policies in designing HR strategies in his area of operations of compensation management and earned credit for his performance from CEO of the company. Having earned the credit of the superior, the assistant HR manager, acquired the workplace cultures of an average Malaysian company like Moonlighting, flexible work schedules, flexible timings and work programs that affect the work performance of the employee as well as the supply chain and the organizational performance adversely.

The head of HR department and CEO were aware of the developments leading to the shifts in the work behavior of the assistant HR manager and consequently its adverse affects on the delivery of output to the internal customers, work schedules and ultimately performance of the employees and the department as a whole. However, they were tolerating the behavior of the assistant HR manager and have given the benefit of doubt in his favor.

Ultimately, the level of irregularity cropped up leading to a noticeable event. The CEO informally told the assistant HR manager to meet him to discuss the problem and settle the issue.

The assistant HR manager paid a deaf ear and resorted to an unexpected and undesirable behavioral situation, resulting in a three dimensional Whistle blowing in the company.

Questions:

- a. Is it the cultural variations consequent of the different nationalities of the three executives resulted in an undesirable situation? **(05 Marks)**
- b. Is it the workplace culture that resulted in an undesirable situation, despite the fact that all the three executives are from HR background? **(05 Marks)**
- c. Is it parental ego of all the three executives due to either position or due to knowledge that resulted in whistle blowing? **(05 Marks)**
- d. What global HR strategies would you suggest to prevent such situation? **(05 Marks)**

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