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16MBAHR403

Fourth Semester MBA Degree Examination, June/July 2018
International Human Resource Management

Time: 3 hrs.   Max. Marks:80

Note: 1. Answer any FOUR full questions from Q1 to Q7.
2. Question No. 8 is compulsory.

1	a.	What is global integration?	(02 Marks)
	b.	What are the reasons for development of IHRM?	(06 Marks)
	c.	Discuss in detail the approaches to international compensation.	(08 Marks)
2	a.	Define global leadership.	(02 Marks)
	b.	Elaborate the approaches to multinational staffing decisions.	(06 Marks)
	c.	Define repatriate training. Discuss the steps of repatriate training process.	(08 Marks)
3	a.	What is international performance management?	(02 Marks)
	b.	Discuss the applications of HRIS in employee management.	(06 Marks)
	c.	What are international recruitment methods?	(08 Marks)
4	a.	What is repatriation?	(02 Marks)
	b.	Explain the performance management cycle.	(06 Marks)
	c.	Discuss the responses of trade unions to MNEs.	(08 Marks)
5	a.	Define HRIS.	(02 Marks)
	b.	What are challenges of localization? What are the guidelines for effective responsiveness?	(06 Marks)
	c.	Discuss the key issues in international industrial relations.	(08 Marks)
6	a.	What is meant by head hunters?	(02 Marks)
	b.	What are the career issues in repatriation?	(06 Marks)
	c.	Elaborate models of IHRM.	(08 Marks)
7	a.	What is mastering expatriation?	(02 Marks)
	b.	Discuss the labour standards established by international institutions.	(06 Marks)
	c.	Discuss the methods of performance appraisal of international employees.	(08 Marks)

8   CASE STUDY [Compulsory]

Management by Trust

Virtual organizations have come into existence due to globalization and outsourcing of various products, processes and services required to be managed by the organization. Whenever one is managing operations in a different country, success depends upon the trust that one deposes in one's employees. Organizations generally maintain core–competencies and outsource the remaining functions that may be economical. The establishment of virtual teams as an organizational way of life is a reality. Managers have discovered that managing employees virtually is not the same as managing them when they are physically present. There are certain problems that have surfaced. A cultural and language difference leads to a wrong perception, paving the way for conflicts among employees of different countries and ethnic groups. It is much easier to hide errors and problems sweep misunderstanding under the rug, and make erroneous assumptions when you are communicating via emails and phones rather than in person. The snowball effect of these is disastrous.

Your employees have to know that your door is open, and you must go out of your way to accommodate cross-cultural differences. To boost trust in virtual teams, the following strategies are recommended :

i) Develop face to face contact among subordinates and boss is highly recommended
ii) Set clear organizational goals :
   The manager should allow people to interact within the context of the team and the task. The team can handle diversified task without eroding the trust and achieve the stated organizational goals.
iii) Recognition :
   The team leader should recognise the success, and Prase the hard work put in by his colleagues even if he is not in physical contact. The recognition promotes trust.
iv) Feedback :
   A virtual team needs regular input on how it is doing. Managers, who are perceived as fair and trustworthy, are usually those who provide feedback to subordinates on their performance.
v) Showcase competence :
   When managing the virtual team, all members should clearly understand their individual roles and the roles of teammates together. Then they will be able to showcase competence.
vi) Develop understanding :
   Virtual teams must often overcome language barriers, and know diverse ways of doing business. Understanding different cultures, faiths, traditions and the very way of life is necessary for members of the virtual team. Each member must respect the sentiments of others. That is how the trust is built.

Questions :

a. What are the reasons for existence of virtual organizations?   (04 Marks)
b. What are the issues and challenges faced in managing a virtual organization?   (04 Marks)
c. Why mistrust is generally developed in cross–cultural organizations?   (04 Marks)
d. Suggest an effective strategy for managers of virtual organization.   (04 Marks)

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