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12MBAHR445

Fourth Semester MBA Degree Examination, June/July 2015
International Human Resources Management (IHRM)

Time: 3 hrs.

Max. Marks:100

Note: 1. Answer any THREE questions from Q.No. 1 to Q.No. 6.
2. Question No. 7 and 8 are compulsory.

PART – A

- 1 a. What do you mean by global integration and differentiation? (03 Marks)
b. Discuss the types of expatriate training. (07 Marks)
c. Explain the different approaches of International Human Resources Management. (10 Marks)
- 2 a. What is Expatriate Failure? (03 Marks)
b. Describe the factors that constitute cultural diversity. (07 Marks)
c. Discuss in detail about the methods used in the International recruitment. (10 Marks)
- 3 a. What do you understand by International performance management? (03 Marks)
b. What are the factors affecting International mergers and acquisitions? (07 Marks)
c. Explain about the key components of International compensation. (10 Marks)
- 4 a. State the sources of Organisational knowledge. (03 Marks)
b. Briefly explain the performance management cycle. (07 Marks)
c. Discuss the key issues in the International labour relations. (10 Marks)
- 5 a. State the obstacles of International staffing. (03 Marks)
b. Explain HRM practices of Japan. (07 Marks)
c. Elucidate training and development of International staff. (10 Marks)
- 6 a. State the characteristics of UK HRM practices. (03 Marks)
b. Explain the issues and challenges of IHRM. (07 Marks)
c. Discuss in detail about performance appraisal of International employees. (10 Marks)

PART – B

- 7 a. "Most companies move their business operations to foreign countries by going global".
Comment. (05 Marks)
b. "An International manager is the person who is involved in interaction primarily between two countries cultures both their home country culture and another culture". In the light of the statement discuss the types of International manager. (05 Marks)
c. Write a detailed note on social security systems in United States. (05 Marks)
d. Critically evaluate the statement "HRM encompasses a wide range of practices to attract, develop, reward, motivate, integrate and retain employees". (05 Marks)

PART - C**8 CASE STUDY :**

Mr. Arif Khan - a Malaysian national and an MBA from International Islamic university. Malaysia was unable to fulfill the long awaited desire of his wife of working and living in a foreign country. Finally situation has set – in as Ghana Telecom, Ghana selected Mr. Khan as its marketing manager on a contract basis for 3 year period. Mrs Khan was excited and planned for the departure of the entire family including two children, her old parents. In fact, Mr, Khan tried to convince his wife that he does not know anything of Ghana. In addition, he informed his wife that the culture, climate, living cost, social security and political situations of Ghana are quite different from that of Malaysia and he has no clear idea of all these aspects. But Mrs. Khan did not listen to him and ultimately she herself decided the date for their travel.

The Ghana Telecom could not arrange for their work permit, visa and air tickets before the date fixed by Mrs. Khan. Then Mrs. Khan asked her husband to arrange for visitor's visa for all of them and buy the tickets from their savings as Ghana Telecom any how reimburse the cost of travel. Mr. Khan could not displease his wife and ultimately they landed in Ghana as planned by Mrs Khan.

The housing and schooling facilities in Ghana are quite inferior to the expectations of Mr & Mrs Khan. However, she initially did not complain as everything was done as per her wishes. But two children's started complaining of the facilities in the school everyday. Sooner or the later, her mother fell sick and Mr. Khan had to spend 50% of his savings for her medical expenses, as Ghana Telecom's pay package does not include the medical allowances for other than employee, spouse and children of employee. Sooner or the later Mrs Khan's father in law also fell sick and Mr. Khan started experiencing financial crisis.

Mrs. Khan's honeymoon stage was over within three months and her desire of living in a foreign country was also fulfilled. Sooner, she developed a negative picture of Ghana and started feeling that they could not live properly as the food stuff they desire is not available in Ghana as well as the entertainment facilities are not according to Malaysia as the home land is far better than anyother country including Ghana. She started murmuring and pressuring Mr. Khan that we should go back to Malaysia. All the family members could muster the strength and support from Mrs. Khan. Thus all the members promised Mr. Khan that we should leave Ghana within 15 days.

Mr. Khan could not do anything except tendering his resignation and Ghana Telecom did not pay for their return fare as he did not honour the contract of working for three years. His superior expressed his unhappiness over the resignation, as the Ghana Telecom has to restart the selection process for the job of a marketing manager. Mr. Khan requested his friends in Malaysia to send money for their return ticket fares as his savings were just dismal. Finally, whole family landed in Malaysia.

Questions :

- a. Discuss the major reasons for the failures of Mr. Khan. **(05 Marks)**
- b. To what extent Mrs. Khan is responsible for the failure of Mr. Khan? **(05 Marks)**
- c. To what extent Ghana Telecom is responsible for the failure of Mr. Khan? **(05 Marks)**
- d. What strategies do you suggest for the prevention of such expatriate failures? **(05 Marks)**
