

USN

--	--	--	--	--	--	--	--	--	--

12MBAHR445

Fourth Semester MBA Degree Examination, Dec.2015/Jan.2016
International Human Resource Management

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 is compulsory.

- | | | |
|----------|---|-------------------|
| 1 | a. Define International Human Resource Management. | (03 Marks) |
| | b. Distinguish the difference between domestic HRM and International HRM. | (07 Marks) |
| | c. Discuss the models of I HRM. | (10 Marks) |
| 2 | a. Define the term "Expatriate". | (03 Marks) |
| | b. What is an alliance and why are they formed? | (07 Marks) |
| | c. Explain the effects of National culture in International joint venture operations. | (10 Marks) |
| 3 | a. What is an expatriate failure? | (03 Marks) |
| | b. Briefly explain the recruitment methods applied in MNC. | (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. Define knowledge transfer in International assignments. | (03 Marks) |
| | b. Explain International staff training cycle. | (07 Marks) |
| | c. Describe the components of effective pre – departure training program. | (10 Marks) |
| 6 | a. Define Social Security. | (03 Marks) |
| | b. Explain the factors which influence compensation policy. | (07 Marks) |
| | c. Discuss the key components of International compensation. | (10 Marks) |
| 7 | a. What is Social dumping? | (03 Marks) |
| | b. Explain the key issues in International Industrial relations. | (07 Marks) |
| | c. Discuss the HRM practices of China. | (10 Marks) |

8 CASE STUDY :

Graziano Transmission India, a 100% subsidiary of Graziano Italy, specializes in making gears and transmission systems for vehicles. It was set up in 1998 and commenced industrial production in 2000. The Indian subsidiary of an Italian firm, Graziano had been compelled by worker protests to agree to reinstate all but 15 of the 250 contract employees whom it had dismissed in June after they had staged a sit – in demanding a salary raise and the status of permanent employees.

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.

Workers gathered outside the transmission factory last Monday, while a small group of worker representatives went inside to meet with management to discuss the fate of 15 and contract details. The company had earlier renewed an agreement to provide a 3000 Rupees (\$ 65) per month pay increase, by attaching conditions to the pay hike. While the press has shown scant interest in the causes of labour dispute, the little information in their reports reveal that the Graziano workers lived in constant fear of dismissal, were subjected to frequent abuse and were at times slapped or beaten for petty infractions.

In the course of heated negotiations between a group of laid – off contract workers and the management of Graziano Transmission, India, the company's CEO and MD, Lalit Kishore Chaudhary was killed on Monday, September 22, 2008 by a blow to the head. In one of the worst instances of industrial violence in recent times, the MD cum CEO of the Indian unit of Italian MNC, was bludgeoned to death by a 200 – strong armed mob of dismissed workers which had barged into the company premises and indulged in large scale violence. According to Graziano employees, the sacked workers rushed into the premises, when the gates were opened to let in a car. "They smashed approximately 20 cars in the compound. Hearing this, the CEO came to the entrance. He was abused while trying to reason with protestors. When he objected, they beat him to death with a hammer", said the production supervisor.

Business representatives have demanded that severe punishment should be meted to those workers. The FICCI issued a statement that these incidents of workers unrest are bound to sully India's when India is making all – out effort to make business environment investment friendly and demanded that culprits be brought to book swiftly.

Business spokesmen are also demanding a drastic increase in police protection for themselves and their families and swifter action to suppress worker discontent.

In response to this pressure, the Noida district administration has decided to establish a section or cell of the police solely devoted to labour disputes.

None of the parties have spoken out against the police – business campaign against Graziano Transmission workers. This is not surprising as the CPM has pursued pro – investor policies.

Questions :

- a. Discuss the risks involved in a job in an MNC under competitive environment. (05 Marks)
- b. How do incidents, like those in this case, affect the safety of senior executives, parent country nationals and other expatriates? (05 Marks)
- c. How do incidents, like those in this case, affect the climate for FDI of the host country? (05 Marks)
- d. Why didn't the host country government respond appropriately? (05 Marks)
