



CBCS SCHEME

16/17MBAHR403

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Fourth Semester MBA Degree Examination, Dec.2019/Jan.2020 International Human Resource Management

Time: 3 hrs.

Max. Marks:80

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

- 1
 - a. What is IHRM? (02 Marks)
 - b. Explain various types of Expatriate Training. (06 Marks)
 - c. Discuss the variable affecting expatriate performance. (08 Marks)
- 2
 - a. What do you mean by expatriate failure? (02 Marks)
 - b. Explain the challenges of IHRM. (06 Marks)
 - c. Explain different approaches to multinational staffing. (08 Marks)
- 3
 - a. Define "COLA". (02 Marks)
 - b. Explain HRM practice of Japan. (06 Marks)
 - c. Discuss key issue in International Labour Relations. (08 Marks)
- 4
 - a. What do you mean by International Business Travelers? (02 Marks)
 - b. Discuss the factors which influence International Compensation Policy. (06 Marks)
 - c. Explain Performance Management Cycle. (08 Marks)
- 5
 - a. Define Explicit Knowledge. (02 Marks)
 - b. Explain the barriers to localization. (06 Marks)
 - c. Explain the reasons for low visibility of female expatriate managers. (08 Marks)
- 6
 - a. Define Expatriate premium. (02 Marks)
 - b. Explain the issues and challenges of IHRM. (06 Marks)
 - c. Explain models of IHRM. (08 Marks)
- 7
 - a. What is cultural shock? (02 Marks)
 - b. Discuss different phases of repatriation. (06 Marks)
 - c. Describe the phases of cultural adjustment. (08 Marks)

8 **Case Study :**

A German firm had developed its activities in the electrical industry in the USA for two years and the CEO Peter Hansen was happy with their current performance. Market share for important product has increased, including quite a few local American Managers in high-level management positions. A situation which was rather unusual for a subsidiary of a German Multinational in its early stage of development.

The CEO's goal from the beginning was to avoid an ethnocentric approach to the American activities of his firm and to take a polycentric approach that supported recruitment of local managers.

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.

One of these US local managers was John Miller, the Marketing Director of the company. During the last two years, he has been thoroughly prepared for his job. The company has sent him to various high level training programs at top business schools and had provided him with a long-term career plan, which included short-term vertical career advancement, while Peter Hansen wanted to support the development of an American Management style he nevertheless tried to transfer some HR practices which are highly valued in Germany particularly investing in training and taking a long-term intra-organizational career perspective.

While some US firms took this approach, these ideas were not as widely accepted in the US as in Germany. However, Peter Hansen assumed that these policies would be valued by the new US employees of the firm and would provide an important incentive for employee retention.

One morning Peter Hansen was shocked to learn that John Miller was about to quit his job. A competitor has offered John a challenging position in large part because he had systematically built up his knowledge and experience base supported by his German employer.

Questions:

- a. How do you explain Peter Hansen's surprise from a cultural point of view? (04 Marks)
- b. Do you think long-term training is required to be given for employees? If yes, how to retain trained employees? (04 Marks)
- c. Do you think ethnocentric approach of German company should have been more better than polycentric in USA? Explain. (04 Marks)
- d. How does this situation compare to comparable situations in your home country? What are the limits of a cultural explanation? (04 Marks)
