

Part A- Answer Any Two Full Questions(16*02=32 Marks)

1 (a) Define Expatriate.

An employee who is sent to live abroad for a defined time period. An expatriate is expected to relocate abroad, with or without family, for as short a period as six months to a year; typical expat assignments, however, are from two to five years long.

Organisations use expatriate assignments as a means to send key staff abroad for high-potential career development and to co-ordinate global lines of business, as well as transfer organisational knowledge, expand into new markets worldwide, and/or manage an international subsidiary. However, expatriate assignments can be costly endeavors for organizations due to

(b) Discuss in brief how you will develop your staff through international assignments ?

DEVELOPING STAFF THROUGH INTERNATIONAL ASSIGNMENTS

Management Development: Individuals gain experience assisting career progression while MNC gains a pool of experienced IB staff

Organisational Development: Provide a way to accumulate knowledge, skills and ability for future growth.

Individual Development: provide employees with opportunities to enhance their abilities by exposing them to a range of jobs, tasks and challenges. REPATRIATION ADJUSTMENT
Repatriation: Bringing the expatriate back to the home country

JOB RELATED FACTORS

Career anxiety (No post-assignment guarantee of employment, fear that the period overseas has caused a loss of visibility and isolation, lack of information, changes in the home workplace)

Work adjustment (Employee perceives promotion upon successful repatriation and if not may cause career anxiety)

Coping with new role demands (repatriate may be influenced by the foreign assignment, cultural norms and values when attempting tasks)

Loss of status and pay

SOCIAL FACTORS

Family adjustment (glamorize the life left in foreign country and face inflation and home country seems dull and unexciting)

Social networks (Skype, social media, newspapers to regain keeping up with events in home country)

Effect on partner's career (Negative experience during job search affects the partner's self worth creating tension in relationship)

KNOWLEDGE TRANSFER

→Any transfer of knowledge and competence occurs and remains in the host location

→Performing tasks in host location, expatriates develop skills and gain experience, knowledge and network relationships that can be used upon repatriation →Repatriate knowledge:

- Market specific knowledge
- Personal skills
- Job-related management skills
- Network knowledge
- General management capacity

(c) Explain Models of IHRM in brief?

Matching Model(Fomburn et al., 1984) highlights the resource aspect of HRM and emphasises the efficient utilisation of human resources to meet organisational objectives. It also emphasises a 'right fit' between organisational strategy, organisational structure and HRM systems.

Harvard Model(Beer et al., 1984) stresses the 'human', soft, aspect of HRM and is more concerned with the employer-employee relationship. It highlights the interests of different stakeholders in the organisation (such as shareholders, management, employee groups, government, community, unions) and how their interests are related to the objectives of management.

Contextual Model(Hendry et al., 1988; Hendry and Pettigrew, 1992) is based on the premise that organisations may follow a number of different pathways in order to achieve the same results. This is so mainly because of the existence of a number of linkages between external environmental context (socio-economic, technological, political-legal and competitive) and internal organisational context (culture, structure, leadership, task technology and business output). These linkages contribute directly to forming the content of an organisation's HRM.

5-P Model(Schuler, 1992) melds five human resource activities (philosophies, policies, programmes, practices and processes) with strategic needs. The model shows

2 (a) What do you mean by Global Integration.

Global integration means centralized control over key resources and operations that are strategic in the value chain. Many companies choose to expand internationally while maintaining close control over the value chain, that is, the string of primary activities (R&D, manufacturing, logistics, marketing, etc.) and support activities (such as HR and procurement) that are the source of value added, and the linkages between these elements

(b) Define IHRM ? Explain role of culture in IHRM

Training, Performance Management, Appraisal and Compensation Issues.

Introduction: *IHRM* HRM refers to those activities which organization does for utilizing its human resources effectively, planning of human resource, recruitment, selection, performance appraisal, compensation management. From the beginning of globalization, companies' workforce has been diverse and cultural issues are appearing. As a result *IHRM* emerged. International human resource management developed after 1980's as a subject...

(c) How are you going to manage alliance and joint ventures.

Managing alliances and joint ventures

Why alliances ?

- Tools of international growth
- Cut cost of entry
- Leveraging opportunities
- Economies of scale

What type of alliance

- Functional-R&D, manufacturing, marketing and distribution,
- Number of partners
- Contractual agreements
- Strategic framework

Planning and negotiating alliances

HR's role in developing initial strategy

- Training and selection issues
- HR issues in alliance strategy plan

Partner selection

- Desired competencies
- HR support form partner
- Assessment of HR skills and reputation of partner
- Organizational culture

HR issues during negotiation

- Staffing criteria
- Compensation and performance management
- Who will provide HR service support
- HR issues in alliance strategy plan

HR activities

- Negotiation team selection
- Negotiation training
- Alliance management training

Quality of HR support

- Recruitment target
- Training delivered
- Skill or knowledge transfer
- Implementing alliances

Managing the interface with parent

- Align internal processes for collaboration
- Reward systems
- Reinforcement
- Human resource tasks in managing venture

Staffing alliance

- Number and skill mix of employees

- Who does manpower planning?
- Who will recruit?
- Which positions from which partner?
- Which positions for expatriates?
- How to resolve staffing conflicts
- Supporting learning alliance.

3 (a) Elaborate on the concept of cross cultural management.

Cross cultural management involves managing work teams in ways that considers the differences in cultures, practices and preferences of consumers in a global or international business context. Many businesses have to learn to modify or adapt their approaches in order to compete on a level in fields no longer bound by physical geography with online interactions more common in business and other situations.

(b) Discuss Impact of country culture on IHRM.

Human Resource Management (HRM) involves all decisions that directly affect the people who work for the concerned organizations and corporate enterprises. Hence, HRM can be termed as a strategic and coherent approach to an organization's most prized asset- the people working there, who individually and collectively strive towards achieving the organizational goals. In simple words, HRM means employing people, developing their capacities, utilizing, maintaining & compensating their services in tune with the job and organizational requirements.

(c) Briefly write about mastering expatriation.

MASTERING EXPATRIATION: At a corporate HR conference in the United States in the early 90s, one of the presenters commented that most international HR professionals devoted about 90 percent of their time to expatriate issues, 70 percent of it to compensation. This reflects the historical orientation of American MNCs. Indeed at the early stages of internationalization, the role of expatriates was critical, reinforced by later concern for global integration strategies. Consequently the international HR profession has historically been the domain of relocation specialists, consultants in compensation and benefits, and experts on international taxation. In the academic literature, the field of international human resource management is also to a large extent synonymous with studies on expatriation. Today the emphasis of international HR has changed dramatically. Nevertheless, the effective management of expatriation—or more broadly of international transfers—remains one of the foundations for the implementation of global strategy. expatriation.

Part B- Compulsory(01*08=08 marks)

4(a) Imagine you are about to be sent as the HR Director of a subsidiary in one of the countries, Compare HRM Policies and Practices Prevalent in your home country with those in the country you are going to, and discuss the main challenges you might face. Write about cultural shock curve also.

Culture shock is an experience a person may have when one moves to a cultural environment which is different from one's own; it is also the personal disorientation a person may feel when experiencing an unfamiliar way of life due to immigration or a visit to a new country, a move between social environments, or simply transition to another type of life.^[1] One of the most common causes of culture shock involves individuals in a foreign environment. Culture shock can be described as consisting of at least one of four distinct phases: honeymoon, negotiation, adjustment, and adaptation.

Common problems include: information overload, language barrier, generation gap, technology gap, skill interdependence, formulation dependency, homesickness (cultural), infinite regress (homesickness), boredom (job dependency), response ability (cultural skill set).^[2] There is no true way to entirely prevent culture shock, as individuals in any society are personally affected by cultural contrasts differently.^[3]

Honeymoon

During this period, the differences between the old and new culture are seen in a romantic light. For example, in moving to a new country, an individual might love the new food, the pace of life, and the locals' habits. During the first few weeks, most people are fascinated by the new culture. They associate with nationals who speak their language, and who are polite to the foreigners. Like most honeymoon periods, this stage eventually ends.^[4]

Negotiation

After some time (usually around three months, depending on the individual), differences between the old and new culture become apparent and may create anxiety. Excitement may eventually give way to unpleasant feelings of frustration and anger as one continues to experience unfavorable events that may be perceived as strange and offensive to one's cultural attitude. Language barriers, stark differences in public hygiene, traffic safety, food accessibility and quality may heighten the sense of disconnection from the surroundings.^[5]

While being transferred into a different environment puts special pressure on communication skills, there are practical difficulties to overcome, such as circadian rhythm disruption that often leads to insomnia and daylight drowsiness; adaptation of gut flora to different bacteria levels and concentrations in food and water; difficulty in seeking treatment for illness, as medicines may have different names from the native country's and the same active ingredients might be hard to recognize.

Adjustment

Again, after some time (usually 6 to 12 months), one grows accustomed to the new culture and develops routines. One knows what to expect in most situations and the host country no longer feels all that new. One becomes concerned with basic living again, and things become more "normal". One starts to develop problem-solving skills for dealing with the culture and begins to accept the culture's ways with a positive attitude. The culture begins to make sense, and negative reactions and responses to the culture are reduced.^[6]

Adaptation

In the mastery stage individuals are able to participate fully and comfortably in the host culture. Mastery does not mean total conversion; people