CBCS SCHEME

USN ☐☐☐☐☐☐☐☐☐☐

20MBAHR403

Fourth Semester MBA Degree Examination, July/August 2022
International Human Resource Management

Time: 3 hrs.

Max. Marks: 100

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

1	a.	Define IHRM.	(03 Marks)
	b.	Discuss the challenges of IHRM.	(07 Marks)
	c.	What factors affect HRM approaches Internationally?	(10 Marks)
2	a.	Define Cross – Cultural Management.	(03 Marks)
	b.	Describe the different types of Knowledge.	(07 Marks)
	c.	Discuss the competencies Global Leaders need to succeed.	(10 Marks)
3	a.	What is meant by Global Performance Management?	(03 Marks)
	b.	Discuss the ways to stimulate knowledge sharing.	(07 Marks)
	c.	Discuss the complexities faced by IHR Managers.	(10 Marks)
4	a.	Define Expatriate.	(03 Marks)
	b.	What are the tasks and activities associated with Global Leadership?	(07 Marks)
	c.	Describe how Technology facilitates training for Global Workforce.	(10 Marks)
5	a.	Define HCN.	(03 Marks)
	b.	Discuss the key factors affecting PMS.	(07 Marks)
	c.	Describe Hofstede's four cultural dimensions.	(10 Marks)
6	a.	What is Diversity Management?	(03 Marks)
	b.	Discuss PMS in India.	(07 Marks)
	c.	Explain Edgar Schein's model of culture.	(10 Marks)
7	a.	What do you mean by Regulation in Employment practices?	(03 Marks)
	b.	Discuss the motives of International transfers by MNC's.	(07 Marks)
	c.	Discuss why is training and development important in International Assignments.	(10 Marks)

8 **CASE STUDY** :

When a major International software developer needed to produce a new product quickly, the Project Manager assembled a team of employees from India and United States. From the start, the team members could not agree on a delivery date for the product. The Americans thought the work could be done in two or three weeks ; the Indians predicted it would take two to three months. As time went on, the Indian team members proved reluctant to report setbacks in the production process, which the American team members would find out only when work was due to be passed to them. Such conflicts of course , may affect any team, but in this case, they arose from cultural differences.

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As tensions mounted, conflict over delivery dates and feedback became personal , disrupting team members communication about even mundane issues. The Project Manager decided he had to intervene with the result that both the American and the Indian team members came to rely on him for direction regarding minute operational details that the team should have been able to handle itself. The Manager became so bogged down by issues that the project careened hopelessly off even the most pessimistic schedule and the team never learned to work together effectively.

Questions :

a. What mistake did the Project Manager commit while constituting the team? (10 Marks)
b. What are some challenges faced in communicating across cultures? (10 Marks)

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VTU SOLUTION SCHEME

FOURTH SEMESTER MBA DEGREE EXAMINATION, JULY/ AUGUST 2022

INTERNATIONAL HUMAN RESOURCE MANAGEMENT – 20MBAHR403

Q.NO	SUB Q	PARTICULARS	MARKS
1	A	International human resource management (IHRM) is defined as "the set of distinct activities, functions, and processes that are directed at attracting, developing, and maintaining multinational enterprises' human resources"	3
	B	Challenges of IHRM 1. Staff shortages. 2. Failed expatriate assignments 3. Localization vs. standardization of HR practices 4. Ethical challenges in multinational corporations. 5. The evolution of digital HRM	7
	C	Factors affecting HRM approaches internationally 1. Implementation of technology. 2. The work environment. 3. Availability of good talent 4. Training and development	10
2	A	CROSS CULTURAL MANAGEMENT Cross-cultural management is the study of management in a cross-cultural context. It includes the study of the influence of societal culture on managers and management practice as well as the study of the cultural orientations of individual managers and organization members.	3
	B	DIFFERENT TYPES OF KNOWLEDGE The key to knowledge management is first to understand that there are two distinct types of knowledge: tacit and explicit. By understanding the differences between these knowledge types, companies can better understand how to create, store, share, integrate, and deploy new knowledge.	7
	C	COMPETENCIES GLOBAL LEADERS NEED TO SUCCEED 1. Strategic perspective 2. Customer focus and understanding 3. Ability to spot trends and connect the dots	10

		4. Willingness to take risks. 5. Deep knowledge and expertise.	
3	A	Global Performance Management International performance management is the evaluation of an individual who works in a foreign subsidiary on a temporary basis to transfer knowledge or develop global leadership skills. At its best, international performance management should feed into the global goals of the business.	3
	B	Ways to stimulate knowledge sharing ➢ Encourage & foster a knowledge sharing culture. ➢ Create spaces for knowledge sharing to happen. ➢ Encourage knowledge sharing activities. ➢ Lead by example. ➢ Have experts share their knowledge. ➢ Formalize a knowledge management process. ➢ Use effective knowledge sharing tools. ➢ The future of knowledge sharing.	7
	C	Complexities faced by IHR Managers ➢ Encouraging feedback as an international HR manager. ➢ Solving communication problems between HR and expats. ➢ Diversity in the workplace. ➢ Dispel the gender ambition gap myth.	10
4	A	Expatriate To leave one's native country to live elsewhere also to renounce allegiance to one's native country.	3
	B	Tasks and activities associated with Global Leadership ➢ Handling culture conflicts ➢ Adapting your own behaviors. ➢ Creating shared goals and implementing shared work. ➢ Managing the tension between global vs. local approaches. ➢ Communicating across barriers. ➢ Understanding and managing external forces.	7
	C	Technologies facilitates training for Global Workforce ➢ Mobile learning ➢ Social learning ➢ Simulation based scenarios in training ➢ Virtual classroom ➢ Online assessments	10

5	A	**HCN** When a company of a. country runs their business in another country and recruits. Employees from that country then it is known as HCN.	3
	B	**Key factors affecting PMS** ➢ Philosophy, purpose, and culture. ➢ Make goal-setting agile, local, and meaningful. ➢ Use check-ins instead of the annual review. ➢ Reduce (or eliminate) impact of ratings. ➢ Coach and develop your employees. ➢ Redesign compensation processes. ➢ Recognize employee contributions.	7
	C	**Hofstede's four cultural dimensions** ➢ Individualism – Collectivism. ➢ Uncertainty avoidance ➢ Power distance ➢ Masculinity – femininity.	10
6	A	**Diversity Management** Diversity management is an organizational process used to promote diversity and inclusion in the workplace. This process involves implementing policies and strategies in hiring, management, training, and more. The goals of diversity management are to promote fairness and equality and leverage the advantages diverse organizations offer.	3
	B	**PMS in India** Emerging markets are quite relevant in understanding the born global phenomenon, as data indicate GDP of the eight largest emerging economies is likely to outpace that of the eight largest advanced economies by the year 2025 (Varma and Budhwar, 2012). Within the umbrella of emerging markets, India is significant in terms of market size and potential This study focuses on a sampling frame of born global from a key emerging market -India. Data collection can be challenging in an emerging market, resulting in challenges to conducting empirical research (Prashantham and Birkinshaw, 2015; Varma and Budhwar, 2012). To remedy problems related to distrust and unwillingness to respond, a market research firm is employed to administer surveys in India (Hokinson et al., 2000; Zhang et al., 2017).	7

	C	Edgar Schein's model of culture ❯ Artifacts and creations ❯ Values ❯ Basic exemptions	10
7	A	Regulation in Employment practices The 13 Acts are: Factories Act, 1948; Mines Act, 1952; Dock Workers (Safety, Health and Welfare) Act, 1986; Building and Other Construction Workers (Regulation of Employment and Conditions of Service) Act, 1996; Plantations Labour Act, 1951; Contract Labour (Regulation and Abolition) Act, 1970;	3
	B	Motives of International Transfers by MNC's MNCs may send expatriates on international assignments to exploit global market opportunities and embed a culture of cross-border mobility. Expatriates undertaking an international assignment for organisation development reasons may gain a broader perspective and become familiar with more operations.	7
	C	Training and development important in International Assignments These issues arise primarily due to differences in Culture. Training can also improve the overall management style. Research shows that many host country nationals would like to see changes in some of the styles of expatriates, including their leadership styles, decision making, communication and group working.	10
8	A	Mistakes made by Project Manager while constituting the team Project manager should have mixed the team members rather than dividing them based on the nations.	10
	B	Challenges faced in communicating across cultures ❯ Different Communications styles. ❯ Different attitudes toward conflict. ❯ Different approaches to completing tasks. ❯ Different Decision Making Styles. ❯ Different attitudes towards disclosure. ❯ Different approaches to knowing.	10