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Internal Assesment Test – I

Sub:	INTERNATIONAL HUMAN RESOURCE MANAGEMENT					Code:	20MBAHR403
Date:	07-07-2023	Duration:	90 mins	Max Marks:	50	Sem:	IV	Branch:	MBA

SOLUTION

		Marks	OBE	
			CO	RBT
Part A - Answer Any Two Full Questions (2* 20 = 40 marks)				
1 (a)	**List six objectives of IHRM.**	[03]	CO1	L1
	• Creating international talent acquisition models.			
	• Creating international training systems.			
	• Creating international compensation and benefits model.			
	• Creating international work culture.			
	• Creating international performance and career management systems.			
	• Creating international employee relations framework.			
	• Creating international separation management.			
(b)	**Explain the emergence of IHRM**	[07]	CO1	L2
	• 1960's-Geert Hofstede Discovered cultural implications of various nations and societies for the practice of IHRM			
	• Till 1970's global companies had centralized HR structures and processes, single HR policy irrespective of the nation they are operating.			
	• 1980 -1990s: globalization and flourishing of multinational enterprises			
	• In the name of IHRM, there were efforts to internationalize American management practices.			
	• Globalization and MNCs have strengthened the furthering of IHRM movement			
	• Initially, it was synonymous with Expatriate management (remuneration, housing, taxation, insurance and family welfare)			
	• Parallelly there were efforts to build true IHRM practices for globally			

benchmarked systems for all employees with equality.

- Advocates of unified(convergent) HR practice believed that it does not make a business case to differentiate HRP from one nation to another on the basis of culture.

- Advocates of divergent HR practice believed that imposing unified culture has the danger of disrespecting and depriving people's beliefs and preferences.

- The above conflict has weakened the progress of IHRM, but post 1990's it was realized that both practices are two sides of the same coin, and they enrich scope and depth of IHRM

- This led to creation of global HR directors, global shared HR services with a global HR agenda.

- Many universities as well have included IHRM in the curriculum.

(c) Examine the challenges faced by MNCs from HR perspective.	[10] CO1	L3

- Whether to be Headquarters / host country centric

- Lack of HRM practitioner models

- Inadequate global HR managers

- Narrow understanding of IHRM that it is all about traditional HRM functions and the added expatriate management

- Cultural variations among employees across parent and host countries

- Political and economic variations in the host countries

- Regulatory framework variations

- Workforce variations

- Variations in appreciation of HRM

Additional info: The Big 5 Global IHRM Challenges(Mendenhall, Black, Jensen and GregerSen (2007) survey of 30 firms):
- Enhancing global business strategy

- Aligning HR process and programs with overall business strategy

- Assisting in leading global change initiatives

- Strategically assisting in building corporate cultures

- Developing future leaders

2 (a) Describe the Importance of Tacit Knowledge in organizations [03] CO1 L2

Tacit knowledge is the knowledge that stays in the minds of people; cannot be codified or documented.

Since it is garnered from personal experience and context, is complex and it cannot be transferred from one person to another person easily. Source of creativity. Hence it is very valuable and adds competitive advantage to the organization.

(b) Examine the management of knowledge to innovation [07] CO1 L3
- Knowledge Exploitation Vs Exploration. Both exploration and exploitation are needed.
- Exploitation is about using the existing knowledge; exploration is about creating new knowledge from existing.
- Global organizations have difficulty with innovation.
- Exploit existing capabilities on a global scale and to explore new ideas that can be developed into new product and service offerings.
- R&D
- Recruitment on the acquisition of valuable external knowledge.
- Tacit Knowledge sharing & more socializing

(c) Outline the measures to stimulate Knowledge sharing in a multinational organization. [10] CO1 L4
- Disseminating information about superior performance and knowledge. Identify the superior practices in units and make the knowledge available to others.
- Employing HRM practices that influence the ability and motivation of employees to absorb and share knowledge. Recruiting people with required skills and knowledge. Investing in training & development. Rewards for knowledge sharing.
- Selecting expatriates with knowledge sharing in mind. The close interactions of experienced expatriates with employees in their local units offer many opportunities for sharing tacit knowledge
- Designing appropriate structural mechanisms. Members representing different geographical units and functional areas.
- Social capital, social norms and global mindsets. Global mindset; Social

relationship, open to other cultures, – structural dimensions – Cognitive Dimensions (two parties are capable of sharing their knowledge) – Social networks – Social norms should support knowledge sharing – Strategic perspective.

3 (a) **Differentiate the terms Internal context and External Context for a business organization from the perspective of contextual model.** [03] CO1 L2

Internal Extent: Organizational size, demography, organization structure, organization culture

External context: national culture, values, legal regulations, respective industry, economic, political factors.

(b) **Discuss the relevance of Hofstede's cultural dimensions with respect to global expansion plans.** [07] CO1 L2
     i.   the power distance index

     ii. individualism vs. collectivism

     iii. masculinity versus femininity

     iv. uncertainty avoidance index

     v. long term orientation versus short term normative orientation

     vi. Indulgence versus restraint

Relevance: Positivist View – Culture and values – National cultures drive people values of what to do and what no to do, which in turn influences their work behaviour.
- Low power distance: flat organization structure
- More collectivism: promotions based on seniority
- High uncertainty avoidance cultures: more formalities and written rules
- High masculinity: greater importance for rewards and recognition; high on femininity: greater importance for cooperation.
- Long term orientation: market positioning is important; short term orientation: profits are more important.
- More indulgence means, more freedom of speech needed.

(c) **Illustrate Training & Development in domestic Vs international organizations** . [10] CO1 L3

- Domestic and international training programs have similarities and dissimilarities.

- They are different in focus, spread, reach, and objectives.
- Domestic organizations prefer training models that help in enhancing functional and technical expertise; and emphasis on soft skills is as needed.

  International: technical and functional skills, also cross-cultural sensitivity, languages and leadership, so as to manage multi-country operations.

- Domestic: methodology is in-person training, class room teaching;

International: application of technology, remote delivery, standardized programs.

- International have better access to quality international faculty, content,

  International: in a better position to leverage both global and domestic techniques, tools, knowledge and practices that enrich the T&D efforts.

- Challenge for International: methodology. Employees working in different parts of the world are not equally ready to receive the same content, and reception to the programs is very different. Customization nullifies the standardization. There are quick learners and slow learners as well. So, different levels of proficiency is offered.
- International: for global leaders, communication and presentation are the technical skills needed.

Part B - Compulsory (01*10=10 marks)

4 Myjus is an Indian educational technology company headquartered in Bangalore, India. During COVID times, with the success of online learning programs it had across the globe, Myjus has decided to expand its business to Europe, USA and Singapore. The company has adequate number of HR managers who can be promoted to the ranks for global operations. In spite of that, senior management has decided to recruit few HR managers with global experience.

(a) **If you were in the selection panel, describe the traits you look for in candidates, to be the global HR managers.** [05] CO1 L4

Future belongs to HR managers who are global minded, because domestic markets will no longer provide the scale and opportunity.

- Global mindset: awareness of global businesses and trends; how an

international workforce is shaping up in terms of demographics and competencies.

- Knowledge of international business: must have great deal of appreciation and knowledge of intl. markets and business. Need for alignment of business strategy with HR strategy.

- Knowledge of Labour markets: deep understanding of labour and employment markets that include concentration of various HR skills and training hubs.

- Knowledge of Labour regulations: local and national government employee regulations and unionism; how these regulations and IR impact business.

- Knowledge of macro societal changes: awareness of these from a sociological perspective; since they have huge implication on type of people management policies and programmes.

- Cultural perspective: Multi-cultural perspective, ability to leverage them for organizational success and growth. With poor cultural alignment many businesses failed. Hence cross-cultural management is fundamental to business success.

(b) **If existing managers have to be promoted for international assignment, what kind of additional training is needed?**   [05]   CO1   L3

i. The programs have to be designed specifically for International assignment.

ii. These programs should encourage them to be sensitive to their own assumptions and the assumptions of those around them, especially cultural assumptions. So, they must be able to (a)adapt multiple leadership styles, and (b)adapt to an unfamiliar environment.

iii. The programs should help them to exploit diversity by helping them to understand that a wide range of heritage and experiences supplies a large pool of business solutions.

iv. The programs must help them to tolerate and address ambiguity in order to adapt appropriately.

v. Help them to move effectively between cultures and countries, and this requires greater flexibility in terms of style.

Course Outcomes (COs)		PO1	PO2	PO3	PO4	PO5
CO1:	Gain conceptual knowledge and practical experience in understanding the HR concepts globally.	1.a, 2.a, 3.a,	1b,2 b,3b, 1c, 2c, 3c		4	

CO2:	Comprehend and correlate the strategic approaches to HR aspects amongst PCN's, TCN's and HCN's.					
CO3:	Develop knowledge and apply the concepts of HR in global perspective.					
CO4:	Have a better insight of HR concepts, policies and practices by critically analyzing the impact of contemporary issues globally.					

Cognitive level	KEYWORDS
L1 - Remember	list, define, tell, describe, recite, recall, identify, show, label, tabulate, quote, name, who, when, where, etc.
L2 - Understand	describe, explain, paraphrase, restate, associate, contrast, summarize, differentiate interpret, discuss
L3 - Apply	calculate, predict, apply, solve, illustrate, use, demonstrate, determine, model, experiment, show, examine, modify
L4 - Analyze	classify, outline, break down, categorize, analyze, diagram, illustrate, infer, select
L5 - Evaluate	asses, decide, choose, rank, grade, test, measure, defend, recommend, convince, select, judge, support, conclude, argue, justify, compare, summarize, evaluate
L6 - Create	design, formulate, build, invent, create, compose, generate, derive, modify, develop, integrate

PO1–*Theoretical Knowledge;* **PO2–***Effective Communication Skills;* **PO3–***Leadership Qualities;* **PO4 –***Sustained Research Orientation;* **PO5 –***Self-Sustaining Entrepreneurship*

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