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Internal Assessment Test - II

Sub:	INTERNATIONAL HUMAN RESOURCE MANAGEMENT						Code:	20MBAHR403	
Date:	04-08-2023	Duration:	90 mins	Max Marks:	50	Sem:	IV	Branch:	MBA

		Marks	OBE	
			CO	RBT
Part A - Answer Any Two Full Questions (2* 20 = 40 marks)				
1 (a)	Define Repatriation.	[03]	CO2	L1
	Employees who are temporarily assigned to work in a foreign country, return back to their home country either by completing the assignment or without completing assignment, due to various reasons. This is called Repatriation.			
(b)	Explain the factors that lead to Expatriate failure.	[07]	CO3	L2
	Lack of technical or managerial competence, inability to adopt to organizational climate and culture, unattractive package, immature behaviour, poor facilities in host country, unsafe living and working conditions, family problems, faulty selection procedure, lack of proper training etc.			
(c)	Examine the factors affecting Performance Management System (PMS) in detail.	[10]	CO2	L3
	<ul style="list-style-type: none"> • Technology. • Purpose of Appraisal. • Performance Standards. • Supervisor – subordinate relationships. • Reward systems. 			
2 (a)	Explain three reasons for hiring HCN.	[03]	CO3	L2
	<ul style="list-style-type: none"> • Less hiring cost • Government requirements for hiring locals • Elimination of language and cultural barriers 			
(b)	Examine the two major approaches in International Reward Management.	[07]	CO2	L3
	<p>i. Going Rate Approach (Host country dependent)-local salary, Big Mac adjustment. Advantages: equality between PCN and HCN, disadvantages: dissatisfaction among PCN.</p> <p>ii. Balance sheet approach (Parent Country dependent)</p> <p>Most commonly used approach, Ensures that expatriates are able to maintain the same standard of living of the home country and prevents them from experiencing important losses due to foreign assignments. Advantages: Perceptions of equality between parent and host country earnings, Repatriation is easier process. Disadvantages: In case locals get more salary, it creates disparity feelings</p>			
(c)	Outline the organizational motives behind international transfers.	[10]	CO3	L4
	<ul style="list-style-type: none"> • Filling a need in an existing operation. • Transferring technology or knowledge to a worksite (or to a client's worksite). • Developing an individual's career through challenging tasks in an 			

	international setting.(Management Development)		
	• Organizational Development		
3 (a)	Define the term PMS. Series of activities comprising of identification of critical performance dimensions, planning performance, setting and reviewing performance goals, and developing future performance through training.	[03]	CO2 L1
(b)	Illustrate the Performance Management System(PMS) in any three leading economies. China: Emphasis on respect for age and seniority, harmony and face. Collectivist society – preference for evaluations and feedback from groups rather than individuals. Higher emphasis on traits and behaviors, and less on outcomes (unlike the USA). Validity and reliability suffer from highly subjective evaluations exercised by managers. Often seen as an administrative formality. India: Shift from traditional collectivist values to a more individualistic orientation. Employees often expect immediate and short-term rewards. Paternalistic nature – blue-collar employees rely on supervisors to “take care of them”, leading to inflated ratings awarded by managers. White-collar professionals, in contrast, pride themselves in their skills. A significant challenge in designing PMSs is the diversity of the Indian workforce. Japan: Emphasis in performance appraisal has shifted from employee skills to individual performance. Traditional role played by seniority in determining promotions is being replaced by an evaluation of merit and competence. Fewer life-time employments – most firms hire mid-career employees, even from competitors, which was unthinkable a few decades ago. South Korea: Adoption of merit-based pay and reward systems – requiring differentiation of individual performance. Continues to be primarily administrative but greater emphasis on feedback and developmental role of performance appraisal. Employees are sensitive to performance appraisal outcomes but the emphasis on harmony in Korean culture prevents them from openly challenging the outcomes. Introduction of forced-distribution systems in ratings (to prevent leniency) has been shown to result in high levels of dissatisfaction, forcing employees to compete rather than collaborate. UK: Greater emphasis on developmental aspect of performance management than the US. Emphasis on cost-effectiveness. Recent emphasis on “talent management” – PMS must be able to identify and reward “high-talent” employees. Recent emphasis on total rewards management – PMS must assess and reward individual performance, in terms of both monetary and non-monetary rewards. Issues such as work-life balance, rater bias and diversity. USA: Primarily administrative purposes, such as awarding merit raises and informing promotion decisions. Limited in developmental use. Strong focus on outcomes – demonstrating desired behaviours and traits will not suffice. Legal system well attuned to organizational issues. Ongoing emphasis on technology use in PMSs – facilitating easy access and sharing of performance information. Low acceptance and trust in PMSs. Both managers and employees report dissatisfaction with the process and its outcomes.	[07]	CO2 L3
(c)	Examine the traditional and non-traditional forms of international assignments. Traditional: Short term, Extended & Long term Non-Traditional: Commuter, Rotational, Contractual, virtual	[10]	CO3 L3

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

4 It is the annual appraisal time for “Adventure”, a management consulting company that is spread across 30 countries across the globe. HR department has the big task of stipulating performance Management plan for HCNs, PCNs and TCNs.

(a) Infer the challenges for Performance Management system in a global company. [05]
Balancing performance metrics among HCN, PCN and TCN; cultural issues, varying compensation laws in different countries, fluctuating currency values.

(b) Design a Performance appraisal plan for the MNC. [05]
Benchmarking the performance criteria, communicating to HCN, PCN, TCN, measuring performance, reviewing against benchmark, acting upon the performance results. For PCN, HCN, added criteria will be completion levels of foreign assignments, cross-cultural management & adaption.

CO3	L4
CO3	L6

Course Outcomes (COs)		PO1	PO2	PO3	PO4	PO5
CO1:	Gain conceptual knowledge and practical experience in understanding the HR concepts globally.					
CO2:	Comprehend and correlate the strategic approaches to HR aspects amongst PCN’s, TCN’s and HCN’s.	1a, 3a,	1c, 2b, 3b			
CO3:	Develop knowledge and apply the concepts of HR in global perspective.	2a,	1b, 2c, 3c		4a, 4b	
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

CI

CCI

HOD