



**CBCS SCHEME**

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20MBAHR403

**Fourth Semester MBA Degree Examination, June/July 2023  
International Human Resource Management**

Time: 3 hrs.

Max. Marks: 100

**1.a. Mention the reasons for the emergence of Global HR (03 Marks)**

- Create a local appeal without compromising upon the global identity.
- Generating awareness of cross-cultural sensitivities among managers globally and hiring of staff across geographic boundaries.
- Training upon cultures and sensitivities of the host country.

**b. Discuss the differences between domestic and international HRM (07 Marks)**

| S.No. | IHRM   | DHRM   |
|-------|--|--|
| 01.   | IHRM stands for International Human Resource Management.   | DHRM stands for Domestic Human Resource Management.                                      |
| 02.   | International HRM is involved with the management of employees in the three nation categories i.e. home country, host country and third country. | Domestic HRM is involved with the management of employees in only one or single country. |
| 03.   | Simply it can be said as IHRM is done at international level.  | Simply it can be said as DHRM is done at national level.                                 |
| 04.   | In IHRM staffs are placed and work outside national boundaries.  | In DHRM staffs are placed and work within the national boundaries.                       |
| 05.   | It addresses a broad range of HRM activities.  | It address a narrow range of HRM activities.   |
| 06.   | In this there is a high involvement of HR manager in the personal life of employees.   | In this there is less involvement of HR manager in the personal life of employees.       |
| 07.   | In this there is high exposure to risks in international assignments.  | In this there is limited risks in domestic assignment.                                   |

**c. Explain different approaches to IHRM**

**(10 Marks)**

International Recruitment Methods -Ethnocentric approach- Polycentric approach- Regiocentric approach- Geocentric approach. While recruiting people for international operations, the international HR managers must identify the global competitiveness of the potential applicants at the time of the recruiting process.

The **ethnocentric** policy approach to staffing designates home country nationals as top ranking employees in global operations. For instance, executive positions are given to Americans in an office of an American company located in Indonesia. The main benefit of this staffing policy approach is that it allows the organization to ensure that the people in the top positions are experienced in the business of the firm.

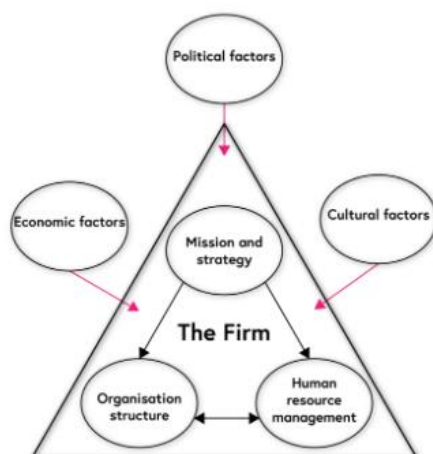
The **polycentric policy** approach to staffing assigns home country workers to top positions in the central offices or headquarters, and overseas local workers to other positions. The main advantage of this policy approach is that it facilitates organizational learning on local markets. This staffing policy approach also provides better opportunities for locals to improve their careers through promotion.

The **geocentric policy** approach to staffing assigns job positions to any person best suited for the position, regardless of the employee’s background, culture or country of origin. The main advantage of this staffing policy approach is that it is highly flexible. It can increase the firm’s cultural knowledge about the different markets and countries.

The **Regiocentric** Approach is an international recruitment method wherein the managers are selected from different countries lying within the geographic region of business. In other words, the managers are selected from within the region of the world that closely resembles the host country.

**2.a. Write the components of ‘Matching Model’**

**(03 Marks)**



The model stated that the HR system and the organization structure should be managed in a way that is congruent with the organizational strategy. The model is used to facilitate the achievement of the objectives of the organization in terms of efficiency in productivity and profits.

## b. Explain OTP model of training need analysis

(07 Marks)

The three levels of training needs analysis are the Organizational, Task, and Person level. This is called the OTP framework for training needs analysis and aims for alignment between all levels.

The OTP model analyzes the training demand of a job from the perspective of entire organization. The training demand of individual personnel is closely related to the organization development, the tasks and the current situation of individuals, instead of only being confined to specific tasks or personnel.

**Organizational Analysis** – TNA at the organizational level. Ex: SWOT Analysis

**Task Analysis** – Tasks to be performed on the job are analyzed; Knowledge, Skills, and Abilities needed to do those tasks are also analyzed

**Individual Analysis** – Who needs to be trained and what training is needed



## c. Discuss the ways to develop global leaders

(10 Marks)

A leader with a global mindset is able to effectively lead across borders, serving a multitude of diverse stakeholders in an ever-changing, uncertain, complex and ambiguous environment. You need a global mindset to run global businesses. This means being open and understanding cultural differences, differences in business fields, and the impact on all kinds of stakeholders.” A global mindset helps the leader to innovate in foreign cultures, become an early mover in the global marketplace, coordinate across different subsidiaries and regions, and understand trade-offs between global standardization and local customization.

There are eleven key skills that a global leader must possess:

- Overseas experience
- Deep self-awareness
- Sensitivity to cultural diversity
- Humility
- Lifelong curiosity
- Cautious honesty
- Global strategic thinking
- Good negotiator
- Presence

Development of global leadership includes:

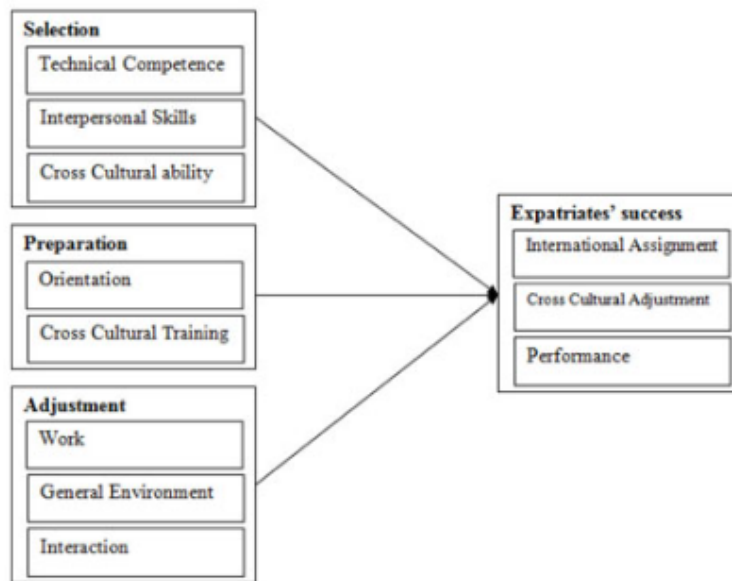
- **Improve your world knowledge** including geography, culture, and history.
- **Consider learning a new language** or learning basic language skills within several languages.

- **Consume media from around the world** to expand your viewpoint of world events, everyday happenings, and cultural norms.

**3. a. List the key components of PMS (03 Marks)**

- Goal setting for employees
- Feedback on how individual employee is doing the job.
- Performance evaluation process guidelines (how to conduct, who will conduct, when to conduct, what to evaluate, potential rewards/ consequences after evaluation)
- Training

**b. Enumerate the factors affecting expatriate performance (07 Marks)**



**c. Explain the cultural dimensions of positivist views (10 Marks)**

Positivism is a philosophical school that holds that all genuine knowledge is either true by definition or positive—meaning a posteriori facts derived by reason and logic from sensory experience. Other ways of knowing, such as intuition, introspection, or religious faith, are rejected or considered meaningless.

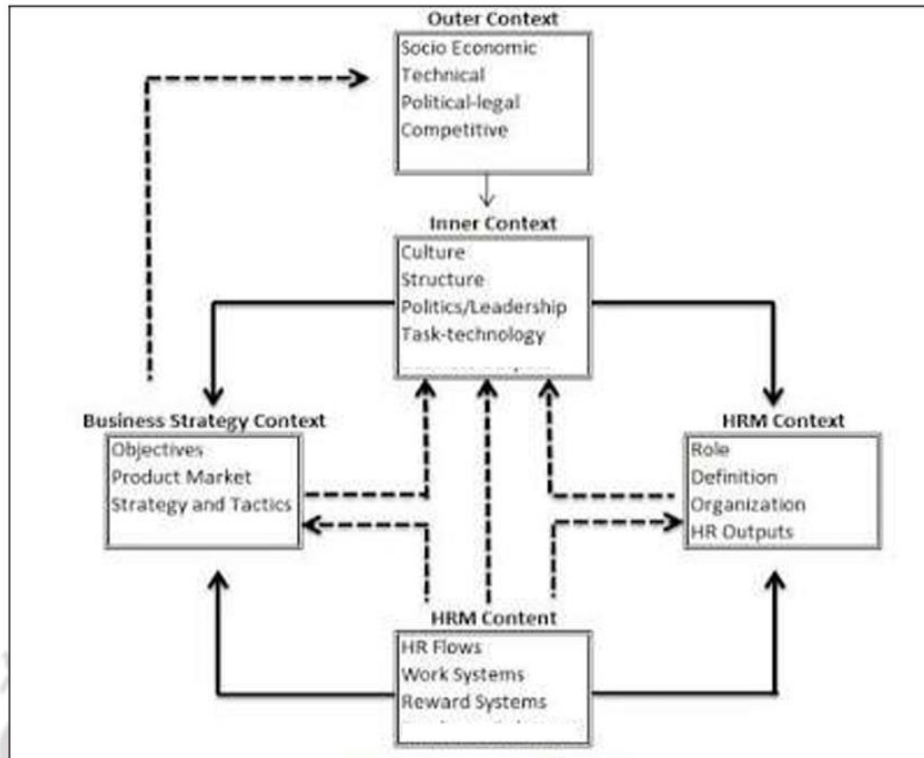
Researchers search for laws and regularities.

Instrumental knowledge, Predictions, development and test of models

Examples: Cultural dimension constructs such as ‘power distance’ or ‘Assertiveness’, value -dimensions valid across many cultures.

**4.a.Are IHRM models applicable to other contexts? (03 Marks)**

Human resource management (HRM) has paid insufficient attention to the impact of context. There is the need for HRM to take full account of context, particularly national context, and to use both cultural theories and, particularly, institutional theories to do that.



**b. Discuss the motives of MNCs for transferring staff.**

**(07 Marks)**

- Position filling
- Management Development
- Organization Development

**c. Explain the PMS in Japanese organizations**

**(10 Marks)**

Japan: In Japan, performance management systems often emphasize **teamwork, group harmony, and long-term employment.**

Performance evaluations in Japanese companies typically involve a combination of **self-assessment, peer assessment, and supervisor assessment.**

Feedback discussions focus on identifying areas for improvement and career development. Performance appraisals are often conducted **annually.**

**5. a. What is the purpose of regulation for MNCs?**

**(03 Marks)**

To ensure a supply of 'orderly' and effective labour and a social environment supportive of economic development.

**b. Explain the critical components to manage cross-border integration in case of mergers and acquisitions**

**(07 Marks)**

A post-merger integration is a process after the merger or acquisition, required to maximize the value of people and technology for an organization.

Strategies:

- Preservation acquisition (acquired company preserves independence and cultural autonomy)
- Absorption acquisition (Acquired company conforms to acquiring company work culture)

- Reverse mergers (acquired company culture adopted in acquiring company)
- Best of both

**c. How to stimulate knowledge sharing in MNCs. Discuss. (10 Marks)**

Factors that impact Knowledge sharing:

- Sender unit's ability and willingness (disseminative capacity)
- Receiver unit's ability and willingness (absorptive capacity)
- Characteristics of the relationship between sending and receiving units

Stimulate Knowledge Sharing:

- Disseminating information about superior performance and knowledge
- Employing HRM practices that influence the ability and motivation of employees to absorb knowledge
- Selecting expatriates with knowledge sharing in mind
- Designing appropriate structural mechanism
- building a conducive social architecture

**6. a. What is the reason for an emergence of Work-Life conflict (WLC)? (03 Marks)**

An employee's ability to access employment opportunities and earn adequate income while at the same time attending to the caring responsibilities of family life.

**b. Explain the key components of global total rewards programmes (07 Marks)**

| Base Salary and Incentive Pay  | Allowances   | Taxes  | Retirement Benefits   |
|--|--|--|---|
| <ul style="list-style-type: none"> <li>• Pay/Base salary</li> <li>• Bonus</li> <li>• Stock-Option</li> </ul> | <ul style="list-style-type: none"> <li>• Cost of Living</li> <li>• Housing Allowance</li> <li>• Educational Allowance</li> <li>• Medical Allowance</li> <li>• Insurance Allowance</li> <li>• Relocation Allowance</li> <li>• Hardship Premium</li> </ul> | <ul style="list-style-type: none"> <li>• Exchange Rate Protection</li> <li>• Tax Equalization</li> <li>• International Market</li> <li>• Tax Protection</li> </ul> | <ul style="list-style-type: none"> <li>• Gratuity</li> <li>• Pension</li> <li>• Social Security Measures</li> </ul> |

**c. What do international labour standards include? Explain (10 Marks)**

**International Labour Standards (ILS)**

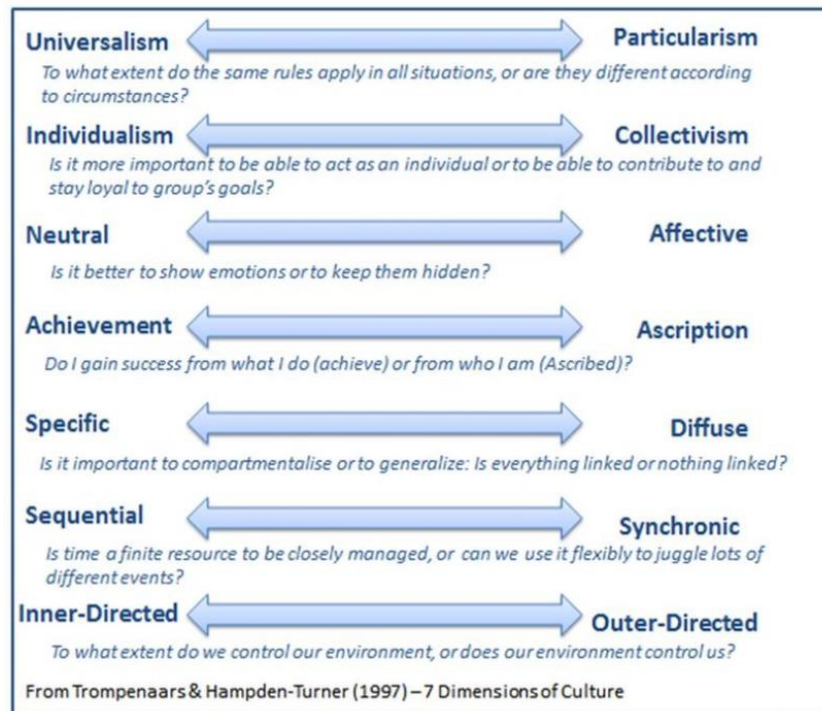
- ILSs are legal instruments drawn up by the ILO's constituents (governments, employers and workers) setting out basic principles and rights at work.
- ILSs take two forms:
  - *conventions*, which are legally binding international treaties that may be ratified by member states,
  - *recommendations*, which serve as non-binding guidelines.

7. a. List the tensions in ethical HRM

(3 Marks)



b. Trompenaar's seven cultural dimensions focused on implications for managerial behaviour. Discuss. (07 Marks)



c. Discuss the importance of equal opportunities and diversity management in IHRM (10 Marks)

**Equal opportunities(EO) in organizations:**

Eliminating barriers to ensure that all employees are considered for the employment of their choice and have the chance to perform to their maximum potential.

**Diversity management in organization**

- The concept of diversity is abstract and subjective.
- Implementation techniques adoption like Diversity enlargement, diversity sensitivity through training, cultural audits, advisory panels, need to be taken up.
- Demonstrating improvements

- Building a business case
- Managing contradictory evidences
- Inexperience with process
- Attitudinal issues
- Communication and decision making

8

CASE STUDY (Compulsory)

Parent Country National (PCN) was sent to China to work for an American subsidiary there. It was an expatriate contract signed between his parent company located in USA and subsidiary located in China. PCN was working well. The contract was of three years. At the end of first year, 2019, an attack of 'Corona' virus broke out. All the employees were getting affected with covid and the subsidiary and other residential facilities were in danger. The performance of the Chinese subsidiary went below the standard. American expatriate's family was living in China with him. Communist government of China sent the advisory to evacuate the foreigners and the people in affected areas.

Questions:

- Suggest the crisis management plan for Chinese subsidiary. (05 Marks)
- If you were an IHRM in charge, how would you have dealt with the situation? (05 Marks)
- Whether appointing PCN from America in China was a good proposition. (05 Marks)
- Would you take the decision of deporting the family members first and PCN manager later? (05 Marks)

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a. Repatriation is the process where a person is taken back to their home country. Quite often, most people require medical repatriation services when they get injured or ill when traveling and cannot get the medical treatment they need locally. As a result, they have to be flown back home.

b. As IHRM in-charge, repatriation needs to be done and the process has four stages: preparation, physical relocation, transition and readjustment. At each stage, MNC should frame proper strategy.

c. Managers usually have previous international management experience. Has a more collaborative approach between the parent company and its subsidiaries. Communication is a more two way and interactive process.

d. Work with the assignee and HR colleagues to facilitate the return by discussing the assignee's new position, potential career path, and reintroduction to colleagues. Help the returnee with other expatriates, and join expatriate or cultural forums.

- Prepare for repatriation during the assignment. ...
- Give repatriation the same attention as expatriation. ...
- Reintegration into the workforce. ...
- Leverage international knowledge. ...
- Conduct repatriation satisfaction surveys.