

IV Semester M.B.A. (Day)/VI Semester M.B.A. (Evening) Degree  
Examination, June/July 2007  
(Updated Scheme)  
MANAGEMENT  
H-6 : International HRM

Time : 3 Hours

Max. Marks : 75

SECTION – A

Answer **any six** of the following :

(6×2=12)

1. a) What is International Human Resources Management ?
- b) What is geo-centric approach ?
- c) Which country is treated as Third country ?
- d) Explain objectives of International compensation.
- e) What is expat failure ?
- f) Define performance appraisal.
- g) What is going rate approach to expat compensation ?
- h) What is meant by "Reverse culture shock" ?

SECTION – B

Answer **any four** of the following :

(4×5=20)

2. What are the specific qualities required to HR manager in MNCs ?
3. Explain the selection process of an executive into international organisation.
4. What are the various models of IHRM ?
5. Explain any two approaches of International Human Resources Management.
6. Discuss the Human Resources practice in Japan.
7. What are the problems of dual career couples in MNCs.

SECTION – C

Answer **any three** of the following :

(3×10=30)

8. Explain the problems involved in staffing pattern in an MNCs.
9. Explain the nature and importance of IHRM, how it differs from HRM ?

P.T.O.

10. Discuss the main causes for Expat failure.
11. Critically explain the strategic issues involved in International Industrial Relations.
12. Explain the procedure adopted in Europe in managing International Human Resources.

#### SECTION – C

13. **Compulsory.**

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#### Case Analysis

Chris Evans joined Midcounty Hospital as a management trainee after completing a four year Business Studies degree at Midshires University. When he was interviewed for the position, he was told by the interviewing panel that the hospital was still coming to terms with its successful application for Trust status and things were going to be a bit chaotic for a time. They then asked him how he would cope. Chris responded by telling the panel that he saw this as a development opportunity and went on to explain in detail how he intended to put into practice many of the skills he had learnt at University and during his industrial placement year.

Chris's response impressed the panel and he was offered a place on the graduate management training programme. The programme is administered by the Personnel Department. Trainees on the programme are rotated at six monthly intervals through the main administration departments where they gain knowledge and experience of the complex systems and processes required to run the business side of the hospital. At the end of the training programme, trainees are assessed by their supervising managers, and those who are successful are appointed to permanent positions as junior managers within the hospital.

Chris began his training in the Finance Department, working as a deputy for Jeff Thomas, the Director of Finance. Jeff is a recent appointment to the Hospital. He was headhunted from a major firm of City accountants three months ago. Although an experienced accountant, Jeff has had little management experience, apart from supervising a small office of secretaries and filing clerks in his old company. In fact he never really liked that side of the job and was lucky to have an experienced supervisor who dealt with 'the people problems'.

At the beginning things went well. After a brief welcome, Jeff introduced Chris to Sarah, the supervisor in the Finance Office and told her to 'show Chris how things operate in the office'. Sarah was a bit taken aback. Jeff had not discussed this with her and she wasn't really prepared for Chris's arrival. However, as the department was putting together its first budget, an extra pair of hands was very welcome. After a bit of rearranging, she was able to spend a couple of hours with Chris explaining how the office worked and then gave him a job checking invoices. Chris set about the task with enthusiasm and two days later reported to Sarah that the job was complete. When Sarah checked the work, she found Chris had done a first class job and he had discovered a number of errors for correction. Pleased with his initial performance, Sarah gave Chris another job working on the office computer inputting data onto the sales ledger file.

A couple of weeks later, Sarah noticed that Chris was becoming withdrawn and spending frequent periods looking out of the window. His work was becoming careless and when he completed a task he would not come and report to her. Instead, he would wander away from the office to see another trainee working on the other side of the Hospital.

Sarah decided to speak to Jeff because Chris's behaviour was disrupting the work in the office. Although always busy, Jeff promised to speak to Chris and, after frequent reminders and eventually protests from Sarah, he called Chris into his office. Jeff explained what Sarah had told him and asked him what the problem was. Chris began by explaining that the work he was doing was routine and boring and not really making full use of his skills. At this point, Jeff interrupted him and pointed out rather frostily 'that in the financial world, everybody has to cope with routine, boring work'.

Chris left the office dejected and worried. He knew that he had to obtain a favourable report from Jeff and he hadn't got off to a very good start. When he arrived back at his desk Sarah presented him with a six inch thick computer printout for checking.

- 1) What do you see as the main issues or problem areas ?
  - 2) What actions would you suggest might be taken to overcome the current difficulties and avoid problems in the future ?
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JP – 945

IV Sem. M.B.A. (Day) Degree Examination, June 2008

(Updated Scheme)

MANAGEMENT

H-6 : International Human Resource Management

Time : 3 Hours

Max. Marks : 75

SECTION – A

1. Answer **any six** from the following : (6×2=12)
- What is a virtual assignments ?
  - What is social dumping ? Give an example.
  - Define expatriate manager in your own words.
  - What is third country nationals ?
  - Define International human resource management in your own words.
  - What is standardisation of work practices ?
  - What do you mean by dual-career couples ?
  - What is pre-departure training ?

SECTION – B

- Answer **any four** from the following : (4×5=20)
- Bring out the differences between domestic and international human resource management.
  - What are the challenges in training expatriate managers ?
  - How trade unions responded to the MNCs ? Have these responses been successful ?
  - Explain the factors influencing expatriate selection.
  - What factors contribute to re-entry shock ? Explain.
  - Discuss the approaches to the international labour relations.

P.T.O.



## SECTION - C

Answer **any three** from the following :

(3×10=30)

8. Explain the specific HRM challenges in a MNC.
9. Discuss the approaches to international staffing policy.
10. Elucidate the repatriation process in detail.
11. Discuss the factors influencing performance appraisal in a MNC.
12. Explain the executive pay policies for global managers with examples.

## SECTION - D

13. Case Study (compulsory) :

(1×13=13)

Analyse the case and answer the questions given below :

One of the hotels in Australia had to explain to the equal Employment Opportunities Commissioner as to why it was circulating an internal memo that violated the Australian Equal Employment law. The internal memo had vacancies for two young single males. Under Australian Equal Employment law, these constitute age, marital status and sex discrimination respectively, so the memo violated the Australian law on three counts.

Questions :

- a) If you are the H R manager of the hotel, what is your explanations for the allegations made against the hotel ?
  - b) How to handle this situations with out disturbing the hotel operation ?
  - c) What is the lesson a HR manager can learn from the case ?
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IV Semester M.B.A. Degree Examination, June 2009

(2007 Scheme)

MANAGEMENT

H-6 :International Human Resources Management

Time : 3 Hours

Max. Marks : 75

SECTION – A

1. Answer **any six** questions : (6×2=12)

- a) Define IHRM.
- b) What do you mean by high context culture ?
- c) Define Codetermination.
- d) What is off shoring ?
- e) What is ethnocentric staffing policy ?
- f) What do you mean by adaptability screening ?
- g) What are virtual teams ?
- h) What do you mean by talent management ?
- i) Define TQM.

SECTION – B

Answer **any three** questions : (3×8=24)

2. Compare and contrast between HRM and IHRM.
3. Explain the factors influencing expatriate selection.
4. Explain the advantages and limitations of virtual organisations.
5. Explain the ethical issues faced by an HR manager of a multinational organisation.
6. Describe the role of human resource management on total Quality management.



## SECTION – C

Answer **any two** of the following questions : (2×12=24)

7. Describe the types of skills that organisations need to manage today's global market place .Where can they get the human resources having the required skills ?
8. Discuss the challenges of international human resources management.
9. Discuss the methods of TQM. Develop a suitable HR strategy for TQM in a multi-national corporation producing electronic consumer goods.

## SECTION – D

10. Case Study (**Compulsory**) : (1×15=15)

**“Boss, I Think We Have a Problem”**

Central Steel Door Corporation has been in business for about 20 years, successfully selling a line of steel industrial-grade doors, as well as the hardware and fittings required for them. Focusing mostly in the United States and Canada, the company had gradually increased its presence from the New York City area, first into New England and then down the Atlantic Coast, then through the Midwest and West, and finally into Canada. The company's basic expansion strategy was always the same : Choose an area, open a distribution center, hire a regional sales manager, then let that regional sales manager help staff the distribution center and hire local sales reps.

Unfortunately, the company's traditional success in finding sales help has not extended to its overseas operations. With the introduction of the new European currency in 2002, Mel Fisher, president of Central Steel Door, decided to expand his company abroad, into Europe. However, the expansion has not gone smoothly at all. He tried for three weeks to find a sales manager by advertising in the *International Herald Tribune*, which is read by business people in Europe and by American expatriates living and working in Europe. Although the ads placed in the *Tribune* also run for about a month in the *Tribune's* Internet Web site, Mr. Fisher so far has received only five applications. One came from a possibly viable candidate, whereas four



came from candidates whom Mr. Fisher refers to as “lost souls” –people who seem to have spent most of their time traveling aimlessly from country to country sipping espresso in sidewalk cafes. When asked what he had done for the last three years, one told Mr. Fisher he’d been on a “walk about.”

Other aspects of his international HR activities have been equally problematic. Fisher alienated two of his U.S. sales managers by sending them to Europe to temporarily run the European operations, but neglecting to work out a compensation package that would cover their relatively high living expenses in Germany and Belgium. One ended up staying the better part of the year, and Mr. Fisher was rudely surprised to be informed by the Belgian government that his sales manager owed thousands of dollars in local taxes. The managers had hired about 10 local people to staff each of the two distribution centers. However, without full-time local European sales managers, the level of sales was disappointing, so Fisher decided to fire about half the distribution center employees. That’s when he got an emergency phone call from his temporary sales manager in Germany : “I’ve just been told that all these employees should have had written employment agreements and that in any case we can’t fire anyone without at least one year’s notice, and the local authorities here are really up in arms. Boss, I think we have a problem.”

**Questions :**

1. Based on the case incident, compile a list of 10 international HR mistakes Mr. Fisher has made so far.
  2. How would you have gone about hiring a European sales manager ? Why ?
  3. What would you do now if you were Mr. Fisher ?
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**IV Semester M.B.A. (Day) Examination, June/July 2010  
(2007-08 Scheme)**

**MANAGEMENT**

**Paper – H.6 : International Human Resource Management**

Time : 3 Hours

Max. Marks : 75

*Instruction : Read the questions properly and answer.*

**SECTION – A**

Answer **any six** from the following :

(6×2=12)

1. a) What is Culture-Shock ?
- b) Who are PCN, HCN and TCN ?
- c) What is Skills Inventory ?
- d) Mention any two advantages of HRIS.
- e) What is Succession Planning ?
- f) What is a Virtual Organization ?
- g) What do you mean by Etic and Emic Approach ?
- h) State the meaning of Outplacement.

**SECTION – B**

Answer **any three** from the following :

(8×3=24)

2. What are the similarities and differences between domestic and international HRM ?
3. Discuss the proposition that most expatriate selection decisions are made informally, as suggested by the 'Coffee-Machine' solution.
4. How will you design a repatriation programme ?
5. How have Trade Unions responded to multinationals ? Have these responses been successful ?
6. Explain the contextual model of expatriate performance management.

P.T.O.



## SECTION - C

Answer **any two** questions :

(12×2=24)

7. Should multinationals be concerned about expatriate failure? If so, why? Substantiate your stand with magnitude of phenomenon and cost of failure.
8. What is Repatriation? Explain the steps involved in Repatriation Process.
9. 'One of the dangers of performance appraisal is that, because the focus is so much on a particular individual, the team work aspects gets lost. In an international location, it is perhaps desirable to focus more on how the PCN has settled in and is operating as part of a team rather than as an individual at the possible detriment of the team.' Do you agree with this statement?

## SECTION - D

10. **Compulsory** :

(15×1=15)

Read the case and answer the questions :

**The Blue Sword Group : Chinese JV**

Blue Sword Group used to be the Chengdu Beer Factory and was established in 1986. Its headquarters and main factory is located 59 kilometers from Chengdu, the capital city of Sichuan Province in China. The factory has 2,800 employees, among whom 573 are managerial personnel and engineers with medium or senior technical titles.

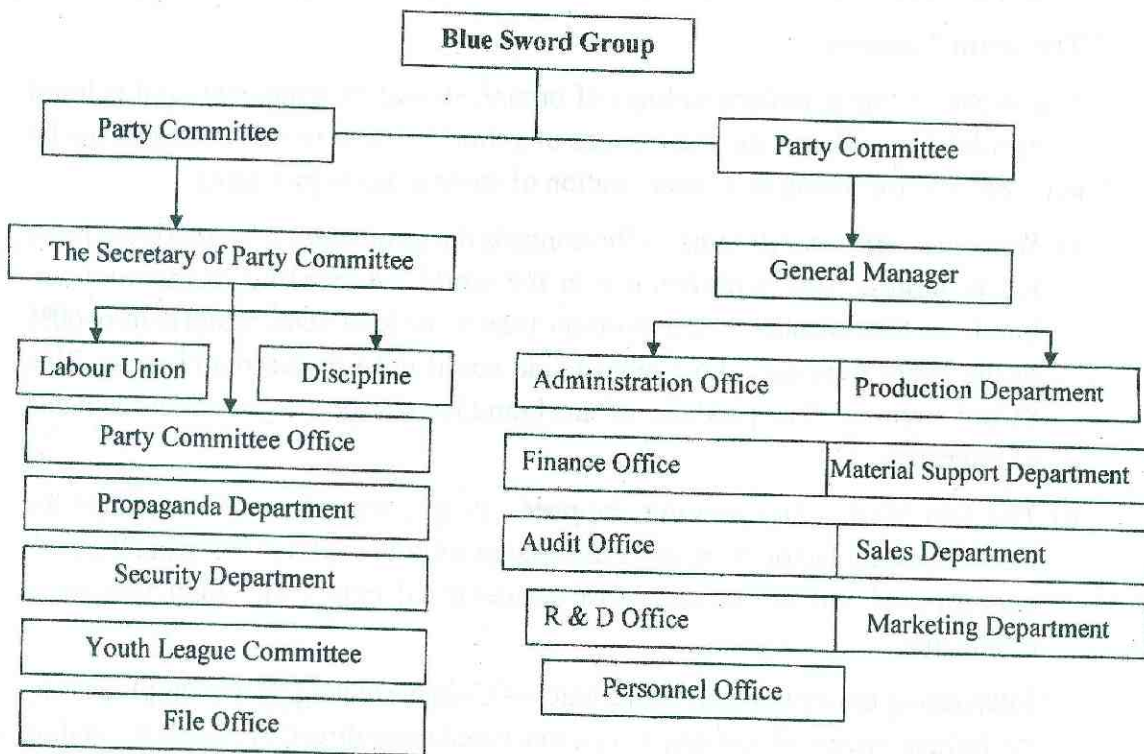
From taking over a small unknown beer factory that had gone bankrupt ten years earlier, Blue Sword has now become the largest manufacture of beer and beverages in the southwest of China, with an annual capacity of 60,000 tonnes. The industry structure, with beer as the leading product, includes soft drinks, medicine, food, packing, printing and international trade and commerce, with total fixed assets of 980 million Yuan.

Blue Sword is a comparatively advanced enterprise compared with others in its sector in China. All of the production systems employ advanced equipment, technology and management expertise imported or introduced from America, Italy, France and Japan.



The reason for Blue Sword's development appears to be economic reform and the country's opening-up policy. However, its achievements also appear to be a result of Blue Sword's own efficient management systems. It has formed its own strong organizational culture and management styles. The main factors include the following :

- a) **Independence** : From Figure 1, it can be seen that even though Blue Sword is regarded as a state-owned enterprise (SOE), it has successfully shifted from a transitional socialist management system to a marketing-oriented management system.



**Figure 1 : Organizational Structure of Blue Sword (Party Committee Office of Blue Sword Group, June 1999).**

In the Blue Sword Group, the general manager is responsible for all the business operational activities. However, being a Chinese SOE, Blue Sword still has to keep the traditional post of Secretary of the Party Committee.



- b) **Personal responsibility** : All the managers from senior to junior positions in Blue Sword have obtained complete authority over their duties. Their ability and achievements are evaluated according to the profit they can make for the company.
- c) **Being Loyal to Organizations** : Perhaps the most important factor in making Blue Sword more efficient than the other Chinese SOEs is its people. The company requires that all employees should be loyal to Blue Sword Group at all times : the decision-makers believe that only employees who are faithful to the enterprise will readily face setbacks or failure in a spirit of devotion. One of the strategies to achieve this aim is that all managers and staff in the Blue Sword Group hold shares in the enterprise.

### The Joint Venture

Due to the different understandings of organizational management, and cultural compatibility problems, the frustrations of a short-lived joint venture could not be avoided. The following is an examination of some of these problems :

- a) **Same bed, different dreams** : Who controls the joint venture ? ‘Interbrew is the fourth largest beer manufacturer in the world’. According to the contract, Interbrew S.A. would invest 35 million Yuan in the joint venture and control 60% of the share holding. The Chinese side could not use the brand name Blue Sword anymore. The products of this brand have to be sought under the name of Interbrew.
- b) **The best plan – buy popular support** : People management is perhaps the most important factor in ensuring the success of joint ventures in China. People’s expectations and aspirations must be identified before any joint venture is established.

Misjudging the existing characteristics of Chinese managers and employees by the Belgian management may have contributed more directly towards the ending of this ‘bitter marriage’.

### Questions :

- 1) What are Blue Sword’s organizational culture and management styles ?
  - 2) Why did Blue Sword vehemently seek to enter into a joint venture with Belgian Company ?
  - 3) What are the incompatibility problems that led to the collapse of the joint venture ?
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IV Semester M.B.A. Degree Examination, June 2011

(2007-08 Scheme)

Management

**H-6 : INTERNATIONAL HUMAN RESOURCE MANAGEMENT**

Time : 3 Hours

Max. Marks : 75

SECTION – A

1. Answer **any six** questions : (6×2=12)
- Explain TCN and PCN.
  - What is Polycentric approach ?
  - Differentiate DHRM and IHRM.
  - What is equality in IHRM ?
  - What do you mean by expatriate failure ?
  - Explain cultural adjustment curve.
  - What are anxieties of repatriation ?
  - What is social auditing ?
  - What is whistle blowing ?

SECTION – B

Answer **any three** from the following : (3×8=24)

- Describe some of the challenges faced in training the expatriate managers.
- What do you mean by virtual organization ? Explain the advantages of virtual organizations.
- “Due to globalization impact, the employment opportunities are increasing” explain with examples of ITES sector in India.

P.T.O.



5. TQM culture is a much talked and useful subject, explain how you correlate it to human resource management.
6. Mobility of employees has improved the pace of technology transfer in various sectors. Explain with example of any automobile industry.

### SECTION – C

Answer **any two** questions :

(2×12=24)

7. Explain what do you understand by (a) Ethnocentric (b) Regiocentric (c) Geocentric approaches in international recruitment.
8. Describe various problems associated with expatriation and repatriation of (a) Employees and (b) Family members.
9. Write labor related notes on (a) Social dumping (b) Labor relations in Japan (c) Unionism on decline.

### SECTION – D

**Case Study :**

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Failed Expatriate :

Mr. Amir Ali Khan - a Malaysian national and an MBA from International Islamic University, Malaysia was unable to fulfill the long awaited desire of his wife of working and living in a foreign country. Finally, situation has set-in as Ghana Telikom, Accra, Ghana selected Mr. Amir Ali Khan as its marketing manager on a contract basis for a three - year period. Mrs. Khan was excited and planned for the departure of the entire family including two children, her old parents. In fact, Mr. Amir tried to convince his wife that he does not know anything of Ghana. In addition, he informed his wife that the culture, climate, living cost, social, security and political situations of Ghana are quite different from that of a Malaysia and he has no clear idea of all these aspects. But Mrs. Amir did not listen to him and ultimately she herself decided the date for their travel.

The Ghana Telikom could not arrange for their work permit, visa and air tickets before the date fixed by Mrs. Khan. Then Mrs. Khan asked her husband to arrange for visitors visa for all of them and buy the tickets from their savings as Ghana Telikom anyhow reimburses the cost of travel. Mr. Khan could not displease his wife and ultimately they landed in Accra as planned by Mrs. Khan.



The housing and schooling facilities in Accra are quite inferior to the expectations of Mr. & Mrs. Khan. However, she initially did not complain as everything was done as per her wishes. But the two children started complaining of the facilities in the school every day. Sooner or the later, her mother fell sick and Mr. Khan had to spend 50% of his savings for her medical expenses, as Ghana Telikom's pay packages does not include the medical allowances for other than employee, spouse and children of employee. Sooner or the late Mrs. Khan's father also fell sick and Mr. Khan started experiencing financial crisis.

Mrs. Khan's honeymoon stage was over within three months and her desire of living in a foreign country was also fulfilled. Sooner, she developed a negative picture of Ghana and started feeling that they could not live properly as the food stuff they desire is not available in Ghana as well as the entertainment facilities are not according to their taste. She started murmuring and pressurizing Mr. Khan that we should go back to Malaysia as the home land is far better than any other country including Ghana. All the family members pressurized Mr. Khan that we should leave Ghana within 15 days.

Mr. Khan could not do anything except tendering his resignation and Ghana Telikom did not pay him for their return fare as he did not honor the contract of working for three years. His superior expressed his unhappiness over the resignation, as the Ghana Telikom has to restart the selection process for the job of a marketing manager. Mr. Khan requested his friends in Malaysia to send money for their return ticket fares as his savings were just dismal. Finally, the whole family landed in Malaysia.

**Questions :**

- 1) Discuss the major reasons for the failure of Mr. Khan.
  - 2) To what extent Mrs. Khan is responsible for the failure of Mr. Khan ?
  - 3) To what extent Ghana Telikom is responsible for the failure of Mr. Khan ?
  - 4) What strategies do you suggest for the prevention of such expatriate failures ?
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**Fourth Semester M.B.A. Degree Examination, June/July 2012**  
**(2007-08 Scheme)**  
**MANAGEMENT**  
**H-6 : International Human Resources Management**

Time : 3 Hours

Max. Marks : 75

**SECTION – A**

1. Answer **any six** of the following questions. **Each** question carries **two** marks.  
(6×2=12)
- a) Who is HRIS ?
  - b) What is Polycentric ?
  - c) What do you understand by MNE requirements ?
  - d) Mention any two relationships between TQM and HRM.
  - e) What is Regiocentric ?
  - f) Write any two differences of traditional and virtual organization.
  - g) What do you mean by Etic and Emic Approach ?
  - h) What is Global Talent Search ?

**SECTION – B**

Answer **any three** from the following questions. **Each** question carries **eight** marks.  
(3×8=24)

- 2. Discuss the distinguishing factors between Domestic and International HRM.
- 3. Briefly explain the various steps of redesigning the international staffing policy.
- 4. Culture awareness training is the most important training for an expatriate. Do you agree ? Justify your answer.
- 5. What are the various factors that influence wage and benefit policy of an MNC ?
- 6. How is the appraisal of HCN Employees done ?

P.T.O.



## SECTION – C

Answer **any two** of the following questions. **Each** question carries **twelve** marks.

(2×12=24)

7. Briefly discuss the advantages and disadvantages of hiring PCNs, TCNs and HCNs.
8. Write short notes on :
  - a) Preliminary visit
  - b) Language training
  - c) Diversity training
  - d) HCN training
9. Trace out the different workplace related factors faced by women expatriates which hinder their growth process and create problems for mobility in the organizational contexts, especially in relation to foreign assignments.

## SECTION – D

10. Read the case and answer the question :

(1×15=15)

**International Staff at Sea**

Captain Arne Rinnan and his ship *The Tampa*

**Sunday 26 August 2001**

The Norwegian-registered container ship, *The Tampa*, is sailing from Fremantle, Australia, towards Singapore on its homeward bound journey. Its cargo includes steel pipes, non-perishable dairy products and timber – in total worth about US\$30 million. Enroute, it answers a distress signal advising that a boat, the *MK Palapa*, is drifting nearby. Under the 'rules of the sea', Captain Rinnan, as the nearest vessel, is obliged to go to its assistance. He and his crew, with advice from the Australian Government, take on board 460 refugees, mostly from Afghanistan and, again following the 'rules of the sea', *The Tampa* sets sail to the nearest harbor, which is the Indonesian port of Merak. However, when the refugees find that they are being taken back to Indonesia, from which they had sailed some days previously, they become distressed and angry and demand to be taken to Christmas Island off the Australian coast. Captain Rinnan contracts the Australian Maritime Safety Authority who advise that, as the ship's captain, it is his decision. Captain Rinnan orders the ship to turn around and head for Christmas Island : the safety of his crew, the passengers and his ship are paramount. When the



Australian government is informed that *The Tampa* is about to seek permission to dock at Christmas Island, the Prime Minister, John Howard, announces that the refugees will not be allowed to set foot on Australian soil and refuses to allow the ship to dock. *The Tampa* waits outside Australian territorial waters. Captain Rinnan is informed that if he attempts to dock and land his rescued passengers, he will face a possible jail sentence of 20 years and his company will receive massive fines.

**Wednesday 29 August, 2001**

The Indonesian government informs the Australian government that it will not accept the refugees. The Norwegian government tries to intervene and is informed by the Australian government that the fate of the refugees is between the Indonesian government (the nearest port to where the refugees were taken on board) and the Norwegian government (the ship is registered in Norway). The Norwegian Foreign Minister, Torbjorn Jagland, informs his Australian Counterpart there is a medical crisis on board. Faced with suicide threats by some of the refugees if medical help did not arrive, Captain Rinnan issues a Mayday signal. He advises he is sailing into Australian waters as matters are becoming difficult for all on board. Australian troops board *The Tampa* to prevent it from docking on Christmas Island.

**Monday 3 September, 2001**

Australian troops move the refugees to an Australian vessel. *The Tampa* sails for Singapore. *The Tampa* is owned by the Norwegian shipping company, Wallenius Wilhelmsen. The company has regional offices in the Americas, Asia, Europe and Oceania, employing 2900 people globally. Its Oceania Region covers Australia, New Zealand, Noumea and French Polynesia. In the 1980s, the company had been involved in rescuing post-Vietnam boat people and had polities in place as a consequence. *The Tampa* incident, though, involved the largest number of rescued persons. The shipping line's owner, Wilh Wilhelmsen and his top management team at headquarters in Oslo immediately set up a Contingency Room from where they directed the situation, attending meetings with Norwegian government ministers and consulting maritime lawyers and were in constant communication with Captain Rinnen. At the local level, the Australian subsidiary's head office in Sydney was actively involved. Sydney staff handled local and international media, liaised with customers, particularly those who had cargo on board and managed relationships with key stakeholders. There was daily communication between Sydney and Oslo. However, Rinnan was captain of *The Tampa* and responsible for the ship and its crew. He was also responsible for the lives of the refugees while they were on his ship.

**Question :**

What aspects of International HRM are illustrated by the case of Captain Rinnan and his ship *The Tampa* ?

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IV Semester M.B.A. (Day) Degree Examination, June/July 2013  
(2007-08 Scheme)

Management

H6 : INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Time : 3 Hours

Max. Marks : 75

SECTION – A

1. Answer **any six** questions from the following. **Each** question carries **two** marks. (6×2=12)

- a) What is the difference between Domestic Organizations and Multinational Organizations ?
- b) Define PCNs, HCNs and TCNs.
- c) What is the difference between Domestic HRM and International HRM ?
- d) What is Geocentric ?
- e) What is Social Dumping ?
- f) What is Virtual Organization ?
- g) What are the types of Expatriate Training ?
- h) What are the issues involved in International Performance Management ?

SECTION – B

**Note** : Answer **any three** from the following. **Each** question carries **eight** marks. (3×8=24)

2. What strategies will you adopt to manage HR in virtual organization ?
3. What are the problems of Re-entry of Expatriates ?
4. Write a note on Industrial relations in the context of IHRM.
5. Elucidate various approaches to International Selection.
6. Compare Global Managers with expatriate managers.

P.T.O.



## SECTION – C

**Note:** Answer any two from the following. Each question carries twelve marks. (2×12=24)

7. Why do some expatriates fail ? Give an account of cost of failure.
8. How do you design a robust HRIS for an organization ? What are the limitations of HRIS ?
9. How do you relate Total Quality Management with HR strategy ?

## SECTION – D

10. Case Study (Compulsory) :

(1×15=15)

**Sanaya Information Technology Inc.**

Sanaya Information Technology Inc. is a Multinational Corporation providing Software Services to clients globally. SITI is headquartered in London. They have Software Development Centers in US, Europe, Africa, Middle East and Asia Pacific regions. SITI's Country Head for Congo left recently and SITI management decided to send one Mr. Peter Loyan from London office to Nikayi city in Congo as the new Country Head for Congo. Global Head of HR, Mr. Scott Cook spoke to Peter and told him to get ready as he had to leave for Congo the following week. Peter spoke to his wife. Though Mrs. Loyan was a bit hesitant to go to Congo for safety reasons, has agreed to go as she assumed the company will take care of safety, etc. Peters have two school-going children and studying in a reputed school in London. Since Peter had multiple entry visa to Congo (as he travelled earlier) left for Nikayi, Congo the following week while his wife and children were waiting for their visa.

Wife and children joined Peter in Nikayi after three weeks. Peter had already rented an apartment and arranged for some basic furniture, etc. Wife was thrilled in arriving in a new country and busy settling in and setting up home, children's school, etc. They were able to visit couple of wildlife safaris around Congo in the first month and enjoyed. The trouble started after a couple of months, as children were complaining about school quality and class mates, as well as Mrs. Loyan was getting bored and sometime getting scared after hearing about communal tension in Congo. She started complaining daily and wanted to go back to London. Peter had to give in after three months and told his boss that he would like to go back to London. After six months and finding some temporary replacement for his position as Country Manager, they left for London.

**Questions :**

- 1) What went wrong ?
  - 2) What would you have done better if you were Global Head of HR ?
  - 3) What would have done if you were Peter to avoid this failure ?
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IV Semester M.B.A. Degree Examination, July/August 2014  
(2007 – 08 Scheme)

MANAGEMENT

H-6 : International Human Resources Management

Time : 3 Hours

Max. Marks : 75

- Instructions :** 1) Answer all Sections.  
2) Section D is compulsory.

SECTION – A

1. Answer any six questions. Each question carries 2 marks. (6×2=12)
- a) Define IHRM.
  - b) What is poly-centric approach to recruitment ?
  - c) What is cultural shock ?
  - d) What is HRIS ?
  - e) What is virtual organisation ?
  - f) Name any two principles of TQM.
  - g) What is cultural pluralism ?
  - h) What is performance management system ?

SECTION – B

Answer any three questions. Each question carries eight marks. (3×8=24)

- 2. Explain briefly the IHRM model.
- 3. Briefly explain the factors in Expatriate selection.
- 4. Distinguish between traditional and virtual organisation.

P.T.O.



5. State the merits and limitations of HRIS.
6. State the benefits and drawbacks of cross-cultural training.

#### SECTION – C

Answer **any two** of the following questions. **Each** question carries **12** marks.

(2×12=24)

7. Distinguish between DHRM and IHRM.
8. Discuss the internal and external factors influencing human resources of countries in IHRM.
9. Discuss the various approaches to expatriate compensation.

#### SECTION – D

10. Read the following case and answer the questions given at the end of the case.

(1×15=15)

##### **CEOs Salary and Inequity**

An issue there for two decades or more. Five years before Mr. Ahluwalia stumbled upon the debate in the United States, Merrill Lynch, Lucent Technologies, Citigroup, and AT and T axed over 91,000 workers between them. The same year, their four CEOs took home more than \$130 million in pay. (Plus more millions in stock options and other sops). Lucent Technologies in fact (as the New York Daily News pointed out) reported a \$17 billion loss and sacked 56,000 workers. Then it gave its CEO a \$22 million payoff.

Management guru Tom Peters long ago suggested that CEOs be called CDOs : that is, chief destruction officers. Because "you essentially get paid for blowing up your own business before the competition does".

In India, the ILO reports that labour productivity shot up 84 per cent between 1990 and 2002. But real wages in manufacturing fell 22 per cent in the same period. It sees this as "as indication of deterioration in the incomes and livelihoods of workers. Despite the increasing efficiency of their labour." This was also a period when CEO salaries had begun clocking all-time records. Even now, top-end compensations in India are growing much faster than in the U.S.

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As one writer puts it : “expressed as a percentage of profits, Indian company heads are far above their global counterparts ... For every Rs. 1 crore earned as profit, the Indian CEOs take home Rs. 16,800.” Global CEOs take home Rs. 9,900.

Government cannot legislate CEO salaries but they do legislate low-end wages. About the one thing Tony Blair can look back on without shame is his government's minimum wage law. The Guardian points out that as a result of it, “Britain's lowest-paid workers enjoyed a higher improvement in their standard of living since 2003 than those in any of the European country.”

Over five years ago, Paul Krugman, in a devastating piece on inequality in the U.S., found it obscene when a CEO there earned a thousand times what an ordinary worker did. What about us ? Presently, the average package of the top five Indian CEOs is around Rs. 13.5 crore. The lowest paid workers in their own companies would earn 15,000 – 20,000 times less. If we compare these top incomes to those of agricultural worker, the gap would be 32,000 : 1 or worse.

Dr. Krugman argued that it was not simply economic well-being that such levels of inequality threatened. It was democracy itself. In Dr. Krugman's own nation, long ago, Justice Louis Brandeis said the same thing : “We can have concentrated wealth in the hands of a few or we can have democracy, but we cannot have both.”

**Answer the case questions :**

- 1) Explain why Tom Peters suggests calling CEOs as CDO's.
  - 2) What role can the government play in regulating salary payouts ?
  - 3) In the case let, how is salary inequality compared with 'democracy' ?
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PG – 1017

IV Semester M.B.A. Degree Examination, June/July 2015  
(2007-08 Scheme)

H – 6 : INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Time : 3 Hours

Max. Marks : 75

SECTION – A

Answer any six questions :

(6×2=12)

1. a) What is the difference between HRM and IHRM ?
- b) What is a Transnational Corporation ?
- c) Define the term "Third Country National".
- d) What do you mean by an "Expatriate" ?
- e) What is social dumping ?
- f) What is virtual organization ?
- g) What is COLA ?
- h) Who is a "Repatriate" ?

SECTION – B

Answer any three of the following questions :

(3×8=24)

2. What is IHRM ? Bring out the scope and future challenges of IHRM.
3. Outline the main characteristics of the four approaches to International HRM.
4. Explain the challenges faced by expatriate managers in training.
5. Discuss the criteria used for performance appraisal of International employees.
6. Explain the causes for expatriate failure with suitable examples.

SECTION – C

Answer any two questions :

(2×12=24)

7. What are the stages a firm typically goes through as it grows Internationally and how does each function affect the HR function ?
8. Discuss the key issues in International industrial relation.
9. What is the function of quality circles ? Write the step by step procedure of quality circles in Japan and in India.

P.T.O.



## SECTION - D

## 10. Case study (Compulsory) :

(1x15=15)

Hi-Tech Electronics Ltd. was established in 2006 in Kuala Lumpur, Malaysia. It produces and markets all types of electronic goods in most of the Asian and Pacific countries. It has been one among the top five companies as for the level of technology and one among the top three companies regarding marketing of the products in Malaysia. The company's policy and practices concerning human resource management are top in the country. The company's salary administration policies and practices were taken as guidelines not only by the other companies but also by various wage boards and pay commission in the country. But this company has been struggling a lot because of a minor problem relating to administration of salary and benefits.

**Questions :**

- i) What is the crucial issue in this case ?
  - ii) If you were the HR Manager of the company whom do you satisfy ?
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PG – 914

IV Semester M.B.A. Degree Examination, July 2017  
(2007 – 08 Scheme)  
Management  
H-6 : INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Time : 3 Hours

Max. Marks : 75

SECTION – A

1. Answer **any six** of the following questions, **each** question carries **two** marks.  
(2x6=12)
- a) Distinguish between Traditional and Virtual Organisation.
  - b) What is Global Talent Search ?
  - c) Define IHRM.
  - d) Who is an expatriate ?
  - e) What is Third Country Nation ?
  - f) What are the objectives of HRP ?
  - g) State the objectives of International Compensation.
  - h) What is Labour relations ?

SECTION – B

Answer **any three** of the following questions, **each** question carries **eight** marks.  
(8x3=24)

- 2. Discuss the importance of virtual organisations in India.
- 3. Cultural sensitivity is the most crucial part of expatriate employment. Do you agree ? Discuss.
- 4. Discuss the factors influencing performance appraisal in an MNC.
- 5. Explain the importance of HRP in IHRM.
- 6. Discuss the approaches of international compensation with suitable examples.

P.T.O.



## SECTION – C

Answer **any two** of the following, **each** question carries **twelve** marks. (12×2=24)

7. Discuss the approaches to International staffing policy.
8. Explain the challenges in training expatriate managers.
9. How have trade unions responded to multinationals ? Have these responses been successful ?

## SECTION – D

10. Case Study (**Compulsory**). (1×15=15)

Whom do you satisfy ? Expatriates or Nationals ?

Hi-Tech Electronics Limited was established in 2006 in Kaulalumpur, Malaysia. It produces and markets all types of electronic goods in most of the Asian and Pacific countries. It has been one among the top five companies as for the level of technology and one among the top three companies regarding marketing of the products in Malaysia. The company's policies and practices concerning human resources management are top in the country. The company's salary administration policies and practices were taken as guidelines not only by the other companies but also by various wage boards and pay commissions in the country. But this company has been struggling a lot because of a minor problem relating to administration of salary and benefits. The problem is stated here under.

The company employed nearly 400 national young graduate and post-graduate engineers and 20 expatriate engineers. These employees form the cream of the company's present human resource. The expatriate employees occupied higher positions in all the departments including Human Resources Department. The company's salary policy and benefits policy were formulated mainly on the basis of the expatriates desires. The base salary of the company is the same for both the expatriates and national employees. But expatriates receive additional



allowances like international market allowance, educational allowance, risk allowance, settling-in allowance, car allowance, housing allowance and entertainment allowance. Thus, expatriates receive nearly 250% more salary than the nationals doing the same job.

The national employees demanded the management to pay equally with that of expatriates immediately. According to them, the pay pocket frustrates them severely.

**Questions :**

- 1) What are the crucial issues in this case ?
  - 2) If you were the HR manager of the company, whom do you satisfy ?
  - 3) How do you resolve the Issues ?
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