

MBA (Semester – 4th)
INTERNATIONAL HRM
Subject Code: MBADD2422
Paper ID: [20260160]

Time: 03 Hours

Maximum Marks: 60

Instruction for candidates:

1. Section A consists of 10 compulsory short notes of two marks each.
2. Section B consists of Four Units (Unit – I, II, III & IV). Each unit contains two questions of 8 marks each. Student has to attempt one question from each unit.
3. Section C (8 Marks): A short Case Study related to the syllabus.

Section – A

(2 marks each)

Q1. Attempt the following:

- a. Define IHRM.
- b. Define Harvard model of IHRM.
- c. What is culture?
- d. What is transnational corporation?
- e. What is global integration?
- f. Define e-recruitment.
- g. Explain head-hunters.
- h. Explain the term 'Expatriate'
- i. Define compensation management.
- j. Define Multinational enterprise (MNE).

Section – B

(8 marks each)

UNIT-I

Q2. What do you mean by International HRM? How does it differ from domestic HRM?

OR

Q3. Explain the role of culture in influencing management of multinational organisation.

UNIT-II

Q4. Explain the logic and limits of global integration.

OR

Q5. Explain the IHRM issues in international joint ventures.

UNIT-III

Q6. Explain the different approaches to multinational staffing decisions.

OR

Q7. Discuss the criteria that can be used by multinationals for selection of expatriates.

UNIT-IV

Q8. Discuss the components of compensation plan in global organisations.

OR

Q9. Explain key issues in International Industrial Relations.

Section – C

(8 marks)

Q10. Case Study:

Rajesh software limited is a fast-growing software company in India. It defines designs and delivers technology enabled business solutions to its clients. It has a global presence through strategic alliance with leading technology providers located in different parts of the world. In fact, it conducts its global operations through its 22 overseas offices located in countries like the USA, UK, Australia, China, Poland, South Africa, the Philippines, and Argentina.

The company has 15000 employees, of which 3200 expatriates on an international assignment at any point of time. It has an international HR division as part of the well-developed HR department to prepare, expatriate and repatriate the employees linked to foreign assignments. The HR department of this company is managed by Mr. Pranav Kumar, director (HR). The international human resource (IHR) division, headed by AGM (IHR) Mr. Srinivas Patel, is responsible for identifying, training, orienting, and compensating the expatriate employees. It is also responsible for evaluating the performance of the expatriates on overseas missions. Since Rajesh software gets a sizable portion of its income from overseas operations, it has spent a considerable amount of time and resources to develop a global HR system. Yet, the international division of this company faces a few specific problems like high employee attrition among expatriates and a high cost of maintaining the on international assignments.

An employee satisfaction survey conducted among the expatriates revealed employee dissatisfaction over performance evaluation and pay differentiation. Some of the expatriates complained that the IHR division was ignoring the dissimilarity in the expatriate assignments and foreign situation while evaluating the performance of the expatriate employees in the same positions posted to different countries. As such, the international performance management tools have failed to recognise the country or region-specific difficulties in job performance.

Another major problem associated with the expatriate assignment is the high cost of maintaining expatriates on overseas jobs. Rajesh software estimated that the cost of using expatriates sent from the parent company is usually far greater than the cost of using local employees. The management also felt that the expatriates often overemphasised short-term results rather than the necessary long-term results since they were aware that they would be working in the foreign assignment only for a few years.

The management sought the view of the HR department about the expatriate problems and instructed it to develop strategies to surmount them. The HR department forwarded the letter to the IHR division for its views and responses. Mr. Patel, in his reply, defended both the performance evaluation system for expatriates and the practice of deputing parent country employees. Regarding performance evaluation, he maintained that a cross section of the employees, including expatriates was consulted while designing the international performance standards and evaluation techniques. Thus, the international performance management system was objective and comprehensive. As regards the high cost associated with expatriate employees, he wanted the present system to continue in the future despite the cost disadvantage in adopting this system for filling managerial vacancies. According to him, the expatriate system enabled the company to have a better and direct control over the foreign branches, when his response was placed before the management, there was a sense of disappointment among the top managers. This was because the response from the IHR division was devoid of any concrete solution. Understandably, the management was seriously pondering its next move.

Questions

1. What is your understanding of the seriousness of the problem faced by Rajesh software Limited in its overseas operations?
2. What is your opinion about the response of the IHR division to the queries raised by the management?
3. According to you, what should the management do now to address the problems of high attrition and cost in international operations?