

Code: 14E00409

MBA IV Semester Regular Examinations June/July 2016

**GLOBAL HUMAN RESOURCE MANAGEMENT**

(For students admitted in 2014 only)

Time: 3 hours

Max. Marks: 60

All questions carry equal marks

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**SECTION – A**

Answer the following: (05 X 10 = 50 Marks)

- 1 Define international human resource management (IHRM). Distinguish between domestic HRM and IHRM.

**OR**

- 2 Discuss the major challenges faced by Indian manufacturing MNCs operating in Western countries with examples.

- 3 Illustrate the managerial implications of Hofstede's cultural model with examples.

**OR**

- 4 Elaborate the difficulties faced by the researchers in conducting research on various cross-cultural issues of human resources management.

- 5 Discuss about the procedure of recruitment and selection for international assignments.

**OR**

- 6 Explain various international compensation practices of global firms with examples.

- 7 Discuss about various cross-cultural issues in training workforce for an Indian MNC of your choice.

**OR**

- 8 Why do MNCs find it challenging in designing performance appraisal system? Discuss with examples.

- 9 Distinguish between participative management procedures in Indian and US MNCs with examples.

**OR**

- 10 Define quality circles (QCs). Explain the organizational structure of QCs in the multicultural business context.

**SECTION – B**

(Compulsory Question)

01 X 10 = 10 Marks

**11 Case study:**

The overseas transfer:

Mr. Zahir Ali is an MBA, majored in industrial management and was considered by his teacher and peers to be a good all-round student. He was multilingual with good communication skills in all South Indian languages apart from Hindi and English. Zahir not only took the required courses in business, but also learned French as a minor. After MBA, Zahir took an entry-level management training position with Carlsberg India Private Limited, a Denmark-based beer manufacturing multinational corporation with offices and factories in around 150 countries. His first assignment was in a plant in Alwar, Rajasthan. His supervisors quickly identified Zahir for his ability to get the job done and still maintain good rapport with subordinates, peers and superiors. In only three years, Zahir had advanced from a manager trainee to the position of assistant plant superintendent.

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After two years in this position, he was called into the plant manager's office one day and told that he had been identified as ready for a foreign assignment. The move would mean a promotion. The assignment was for a plant in Haiti, a predominantly French-speaking country; but Zahir wasn't worried about living and working there. He was excited and wasted no time in making the necessary preparations for the new assignment. Prior to arriving at the plant in Haiti, Zahir took considerable time to review his French textbook exercises. He was surprised at how quickly the language came back to him. He thought that there wouldn't be any major difficulties in making the transition from Alwar to Haiti. However, Zahir found on arrival, that the community where the plant was located did not speak the pure French that he had learned. There were many expressions that meant one thing to Zahir but had an entirely different meaning to the employees of the plant. When meeting with several of the employees a week after arriving, one of the workers said something to him that Zahir interpreted as uncomplimentary. Actually, the employee had greeted him with a rather risqué expression but in a different tone than Zahir had heard before.

All of the other employees interpreted the expression to be merely a friendly greeting. Zahir's disgust registered in his face. As the days went by, this type of misunderstanding occurred a few more times, until the employees began to limit their conversation with him. In only one month, Zahir managed virtually to isolate himself from the workers within the plant. He became disillusioned and thought about asking to be relieved from the assignment.

**Questions:**

- (a) What problems had Zahir not anticipated when he took the assignment?
- (b) How could the company have assisted Zahir to reduce the difficulties that he confronted?
- (c) Do you believe the situation that Zahir confronted is typical of an Indian going to a foreign assignment? Discuss.

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