

[illegible]

- a. Define International Human Resource Management .
- b. Why culture is important in IHRM?
- c. What is Geocentrism?
- d. What are the components of expatriate?
- e. What are the components of expatriate training?
- f. Define Ethics.
- g. Who are third country nationals?
- h. What are the problems of dual - career couples?
- i. What are expatriate expectations regarding compensation?
- j. What is social dumping?

SECTION-B

2. Discuss the variables determining difference between domestic and international human resource management.
3. Explain Kluckhohn and Strodtbeck's value model of comparison of cultures.
4. Explain the role of effective communication for international human resource management.
5. Explain the factors affecting motivational approaches in a multinational environment.
6. Explain cross culture negotiation process.
7. What are the issues in staff selection for international assignments? Discuss.
8. Discuss the response of trade unions towards multinationals.

SECTION-C

9. Case Study :

Kellogg, Brown and Root (KBR) was formed in 2001 when Halliburton, the US firm, brought together three business units dealing with defence and civil infrastructure, oil and gas projects, and petrochemical projects into one subsidiary. KBR has global revenues of nearly \$6 billion and operates in over 100 countries. It has a workforce of 45,000 of which 12,000 are located in the UK.

The attraction and retention of managerial talent was seen as vital to the formation of effective teams appropriate for the different projects. However, a previous attempt to 'export' a competency framework developed at the Houston headquarters of Halliburton had been unsuccessful. During 2002 and 2003, KBR drove through a massive project to create a global competency framework. This was achieved by the creation of global steering groups clustered around over 100 'job families'. The outcome was a series of definitions of the core skills of individual jobs. These job-specific competencies were supplemented by 39 'transferable managerial behaviours' applicable to most KBR managers, whatever their country of location. The system is supported by an online database, and forms the basis of both performance management and career planning, by enabling senior management across the whole company to search for talent in other countries. The link to the corporate intranet assists younger managers to plan their careers by accessing information on the skills needed for their current job or for any post, anywhere in the company.

Questions :

Q1 Identify main problems in the case.

Q2 Evaluate the chances of success of global competency framework in KBR.