

HR 06/eHR06
INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Time: Three Hours

Maximum Marks: 100

Note:

The paper is divided in three sections: Section A, Section B and Section C. There are 7 questions in Section-A, students are required to attempt ANY FOUR. Section-B has 5 questions, attempt ANY THREE. All the questions of Section-C (Case Study) are compulsory.

Section-A
(Each question is of 10 Marks. Attempt any four)

1. Define international human resource management. Explain the scope of activities of HR managers in global organization?
2. Discuss the reasons of success and failure of expatriates. What are the main criteria MNCs use in selecting expatriates?
3. Under what conditions MNCs should employ PCNs and when they should employ HCNs?
4. Explain the Hofstede's four cross-cultural dimensions.
5. What are main differences between domestic HRM and International HRM?
6. Explain the difference between Ethnocentric; Polycentric; and Geocentric approaches/ orientation of MNCs.
7. Discuss the process of repatriation. What problems expatriates face on return?

Section-B
(Each question is of 15 Marks. Attempt any three)

8. Discuss the major factors associated with the appraisal of expatriate managerial performance.

9. Explain the training process of U.S. expatriates for taking up major assignment in an African country.
10. Discuss the merits of two approaches of expatriate compensation. How hardship allowance is calculated?
11. An American business team is visiting Japan for negotiating a mega contract. Discuss in detail key factors which should be kept in mind for conducting successful international negotiations. Prepare a list of Dos and Don'ts in this regards.
12. Write short notes on any two of the following:
 - a. Global matrix structure
 - b. Approach of MNCs towards trade unions.
 - c. What are the main traits of successful multinational business leaders?

Section-C

Case Study (15 Marks)

A LOOK INSIDE

CADBURY SCHWEPPEES - Making Clinical Assessments of Inter-Cultural adaptability and risk factors.

Cadbury Schweppes has been running its accelerated development programme (ADP) for eight years. It is designed to identify and proactively accelerate the development of management talent internationally to meet the future resourcing need of the group. Each year 16 managers go through this process. The nomination and selection process is managed separately by each business, and selection can take place through an assessment centre or in line with the business performance or succession management process.

Eighteen months ago, Cadbury Schweppes made suitability assessments. The number of people on international assignments is likely to more than double, from 120 to 300. This is a significant investment, and so it made business sense to introduce a cultural adaptability assessment alongside the normal selection process.

International management is seen to revolve around the risks associated with inter-cultural adaptability. The recruitment process therefore attempts to assess objectively an employee's capability to perform a specific role as well as his or her suitability for an international assignment. The process, designed with Kaisen Consulting, helps employees understand the personal qualities required to work overseas and the implication of an international assignment

for themselves and their families. It highlights the coping mechanism that assists them in adapting to their new environment, and focuses on identifying the psychological adaptations that take place on international assignments.

Not all managers can adapt to living and working in a different country. The answer does not lie in manager's possessing competencies that enable organizations to make yes/no decisions about their adaptability. Rather, a series of contingencies have to be managed, an individual might be able to adapt to one situation, but not to another. The approach highlights four adaptations:

1. Behavior towards others and the different norms that exist.
2. Expectations about people, situations and the way things work.
3. Interpretation of the situation and people's behavior.
4. Feeling about the situation, the emotional side of culture and the delay of behaviors.

Rather than attempt to predict excellent performance and possession of competencies, this approach argues that it is better to pursue a selection strategy of risk reduction i.e. identify risk analysis factors - the things that if absent, will affect performance, and contra indicators - the things that if present, may suggest a higher level of risk associated with the assignment. It assesses such factors as 'polycentric mindset' 'locus of control' and 'tolerance of ambiguity'. A questionnaire is followed by one- to- one health- screen interview which reviews each factor in the model and considers motivational and lifestyle issues.

The company then considers how to structure the international assignment to reduce the risks involved. Judgments are made about three levels of intercultural adaptability:

- Suitable for 'nowhere'
- Suitable for 'somewhere'
- Suitable for 'everywhere'

This assessment is not used as a selection instrument. The results are considered valid only for one year, but assessors can have a dialogue with candidates about sensitive issues that might not otherwise be raised.

13. Case Questions:

- a. Study this case and summarize learning in your own words.
- b. In the light of above case and in general in a globalized world what competencies are required in a successful HR manager of a large multinational organization?