

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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