



**Fourth Semester M.B.A. Degree Examination, June/July 2012**  
**(2007-08 Scheme)**  
**MANAGEMENT**  
**H-6 : International Human Resources Management**

Time : 3 Hours

Max. Marks : 75

**SECTION – A**

1. Answer **any six** of the following questions. **Each** question carries **two** marks.  
(6×2=12)
- a) Who is HRIS ?
  - b) What is Polycentric ?
  - c) What do you understand by MNE requirements ?
  - d) Mention any two relationships between TQM and HRM.
  - e) What is Regiocentric ?
  - f) Write any two differences of traditional and virtual organization.
  - g) What do you mean by Etic and Emic Approach ?
  - h) What is Global Talent Search ?

**SECTION – B**

Answer **any three** from the following questions. **Each** question carries **eight** marks.  
(3×8=24)

- 2. Discuss the distinguishing factors between Domestic and International HRM.
- 3. Briefly explain the various steps of redesigning the international staffing policy.
- 4. Culture awareness training is the most important training for an expatriate. Do you agree ? Justify your answer.
- 5. What are the various factors that influence wage and benefit policy of an MNC ?
- 6. How is the appraisal of HCN Employees done ?

P.T.O.



## SECTION – C

Answer **any two** of the following questions. **Each** question carries **twelve** marks.

(2×12=24)

7. Briefly discuss the advantages and disadvantages of hiring PCNs, TCNs and HCNs.
8. Write short notes on :
  - a) Preliminary visit
  - b) Language training
  - c) Diversity training
  - d) HCN training
9. Trace out the different workplace related factors faced by women expatriates which hinder their growth process and create problems for mobility in the organizational contexts, especially in relation to foreign assignments.

## SECTION – D

10. Read the case and answer the question :

(1×15=15)

**International Staff at Sea**

Captain Arne Rinnan and his ship *The Tampa*

**Sunday 26 August 2001**

The Norwegian-registered container ship, *The Tampa*, is sailing from Fremantle, Australia, towards Singapore on its homeward bound journey. Its cargo includes steel pipes, non-perishable dairy products and timber – in total worth about US\$30 million. Enroute, it answers a distress signal advising that a boat, the *MK Palapa*, is drifting nearby. Under the 'rules of the sea', Captain Rinnan, as the nearest vessel, is obliged to go to its assistance. He and his crew, with advice from the Australian Government, take on board 460 refugees, mostly from Afghanistan and, again following the 'rules of the sea', *The Tampa* sets sail to the nearest harbor, which is the Indonesian port of Merak. However, when the refugees find that they are being taken back to Indonesia, from which they had sailed some days previously, they become distressed and angry and demand to be taken to Christmas Island off the Australian coast. Captain Rinnan contracts the Australian Maritime Safety Authority who advise that, as the ship's captain, it is his decision. Captain Rinnan orders the ship to turn around and head for Christmas Island : the safety of his crew, the passengers and his ship are paramount. When the





Australian government is informed that *The Tampa* is about to seek permission to dock at Christmas Island, the Prime Minister, John Howard, announces that the refugees will not be allowed to set foot on Australian soil and refuses to allow the ship to dock. *The Tampa* waits outside Australian territorial waters. Captain Rinnan is informed that if he attempts to dock and land his rescued passengers, he will face a possible jail sentence of 20 years and his company will receive massive fines.

**Wednesday 29 August, 2001**

The Indonesian government informs the Australian government that it will not accept the refugees. The Norwegian government tries to intervene and is informed by the Australian government that the fate of the refugees is between the Indonesian government (the nearest port to where the refugees were taken on board) and the Norwegian government (the ship is registered in Norway). The Norwegian Foreign Minister, Torbjorn Jagland, informs his Australian Counterpart there is a medical crisis on board. Faced with suicide threats by some of the refugees if medical help did not arrive, Captain Rinnan issues a Mayday signal. He advises he is sailing into Australian waters as matters are becoming difficult for all on board. Australian troops board *The Tampa* to prevent it from docking on Christmas Island.

**Monday 3 September, 2001**

Australian troops move the refugees to an Australian vessel. *The Tampa* sails for Singapore. *The Tampa* is owned by the Norwegian shipping company, Wallenius Wilhelmsen. The company has regional offices in the Americas, Asia, Europe and Oceania, employing 2900 people globally. Its Oceania Region covers Australia, New Zealand, Noumea and French Polynesia. In the 1980s, the company had been involved in rescuing post-Vietnam boat people and had policies in place as a consequence. *The Tampa* incident, though, involved the largest number of rescued persons. The shipping line's owner, Wilh Wilhelmsen and his top management team at headquarters in Oslo immediately set up a Contingency Room from where they directed the situation, attending meetings with Norwegian government ministers and consulting maritime lawyers and were in constant communication with Captain Rinnan. At the local level, the Australian subsidiary's head office in Sydney was actively involved. Sydney staff handled local and international media, liaised with customers, particularly those who had cargo on board and managed relationships with key stakeholders. There was daily communication between Sydney and Oslo. However, Rinnan was captain of *The Tampa* and responsible for the ship and its crew. He was also responsible for the lives of the refugees while they were on his ship.

**Question :**

What aspects of International HRM are illustrated by the case of Captain Rinnan and his ship *The Tampa* ?

---