

- iii. What skills and qualities required for an ideal expatriate? (any four) **4** 3 4 5

Q.7

Case Study:

Expatriate Management at Eco Global Enterprises

Background:

Eco Global Enterprises, a renewable energy company headquartered in the USA, recently launched a major project in Brazil. To oversee the project, the company assigned John, an experienced project manager from its American office, as an expatriate leader. However, after three months, the project is facing several challenges due to cultural and operational differences. John is struggling to manage the local Brazilian team, and employee morale is low.

Key Issues Identified:

Leadership Style Conflict: John's direct and task-oriented leadership style clashes with the Brazilian team's preference for relationship-building and consensus.

Language Barriers: Miscommunications occur frequently as John does not speak Portuguese fluently, and the local team members are not comfortable with English.

Work Ethic Differences: John expects strict adherence to deadlines, while the Brazilian team values flexibility and adaptability.

Family Adjustment Issues: John's family is having difficulty adjusting to the new environment, impacting his performance and morale.

(a) Identify the primary factors contributing to the challenges faced by John as an expatriate in Brazil.

(b) What steps should EcoGlobal's HR take to better prepare expatriates like John for international assignments?

(c) Design an expatriate training program focusing on cultural adaptability and language skills. What key elements should be included?

Total No. of Questions: 7**Total No. of Printed Pages: 4****Enrollment No.....**

Knowledge is Power

Faculty of Management Studies

End Sem Examination Dec 2024

MS5EH07 International HRM

Programme: MBA

Branch/Specialisation: Management / HR

Maximum Marks: 60**Duration: 3 Hrs.**

Note: All questions are compulsory. Internal choices, if any, are indicated. Answers of Q.1 (MCQs) should be written in full instead of only a, b, c or d. Assume suitable data if necessary. Notations and symbols have their usual meaning.

- | | Marks | BL | PO | CO | PSO |
|---|----------|----|----|----|-----|
| Q.1 i. What is the primary focus of International Human Resource Management (IHRM)? | 1 | 1 | 1 | 1 | |
| (a) Managing local employees | | | | | |
| (b) Managing human resources in multinational corporations (MNCs) | | | | | |
| (c) Hiring domestic talent only | | | | | |
| (d) Implementing national labour laws | | | | | |
| ii. What is a significant issue in managing expatriate employees internationally? | 1 | 1 | 1 | 1 | |
| (a) Easier performance evaluation | | | | | |
| (b) High costs and adjustment to new cultures | | | | | |
| (c) Simple compensation structures | | | | | |
| (d) Limited training needs | | | | | |
| iii. Someone who lives and works in a foreign country is a- | 1 | 1 | 1 | 1 | |
| (a) Expatriate | | | | | |
| (b) Holiday maker | | | | | |
| (c) International jet-setter | | | | | |
| (d) None of these | | | | | |
| iv. Which is not a benefit of the ethnocentric staffing policy? | 1 | 2 | 3 | 3 | |
| (a) Consistent organizational culture | | | | | |
| (b) Better control over foreign operations | | | | | |
| (c) High adaptability to local culture | | | | | |
| (d) Easier communication between headquarters and subsidiaries | | | | | |

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- v. What is a common challenge in international performance management? **1** 1 4 4
- (a) Consistent labour laws
 - (b) Varying cultural perceptions of performance
 - (c) Standardized training needs
 - (d) Homogeneous corporate values
- vi. The staffing policy in which all key management positions are filled by home country nationals is termed: **1** 1 2 2
- (a) Polycentric (b) Ethnocentric
 - (c) Geocentric (d) Multicentric
- vii. Which of the following is not a compensation objective? **1** 1 5 5
- (a) Internal equity
 - (b) Legal compliance
 - (c) Reducing employee productivity
 - (d) Cost-effectiveness
- viii. Which of these is a non-monetary component of compensation? **1** 1 2 2
- (a) Commission
 - (b) Base pay
 - (c) Flexible working hours
 - (d) Bonus
- ix. Repatriation refers to: **1** 1 2 2
- (a) The process of moving employees to a foreign country for an assignment
 - (b) The process of returning employees from a foreign assignment to their home country
 - (c) The decision to terminate an expatriate's contract early
 - (d) None of these
- x. Which of the following is crucial for managing repatriation successfully? **1** 1 3 3
- (a) Offering career development opportunities to returnees
 - (b) Keeping the expatriate away from home country work culture
 - (c) Limiting the role of repatriates in the company
 - (d) Ignoring feedback from returnees on their international experience

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- Q.2 i. Define the scope of IHRM. **2** 1 1 1
- ii. Explain the HRM practices in different countries. **2** 2 1 1
- iii. Explain the comparison between IHRM and HRM with proper example. **4** 2 1 1
- OR iv. What is IHRM? Explain HR challenges at international level. **4** 3 2 1
- Q.3 i. Who are Expatriates? What are the factors behind failure of expatriates? (any 2) **3** 3 4 2
- ii. Explain the importance of cross-cultural training in multinational corporations. How does it contribute to organizational success? **5** 5 3 3
- OR iii. Explain the challenges faced by expatriates during the adjustment period in a foreign country. How can HR support them and their families? **5** 5 3 3
- Q.4 i. Explain the key variables that influence expatriate performance. **3** 4 2 2
- ii. Explain steps in the global performance management and give suitable example. **5** 4 4 4
- OR iii. Explain the key issues faced by multinational companies in managing performance globally. **5** 4 4 4
- Q.5 i. Explain the primary objectives of a compensation system. Attempt any two: **2** 2 2 2
- ii. Discuss the role of compensation strategy in achieving organizational goals. **3** 4 4 3
- iii. How does the cost of living in different geographical areas affect the compensation strategy of global companies? **3** 3 2 2
- iv. Discuss variables that influencing compensation in international HRM. **3** 3 3 3
- Q.6 Attempt any two:
- i. Explain the steps of repatriation process. **4** 2 3 5
- ii. What are the various challenges of repatriation. Discuss any four challenges. **4** 3 4 5

Scheme of Marking				
International HRM (T) - MS5EH07 (T)				
Q.1	i.	Managing human resources in multinational corporations (MNCs)	1	
	ii.	High costs and adjustment to new cultures	1	
	iii.	Someone who lives and works in a foreign country is a (a) Expatriate	1	
	iv.	High adaptability to local culture	1	
	v.	Varying cultural perceptions of performance	1	
	vi.	The staffing policy in which all key management positions are filled by home country nationals is termed: (b) Ethnocentric	1	
	vii.	Reducing employee productivity	1	
	viii.	Flexible working hours	1	
	ix.	The process of returning employees from a foreign assignment to their home country	1	
	x.	Offering career development opportunities to returnees	1	
Q.2	i.	Define the scope of IHRM	2	
	ii.	Explain the HRM practices in different countries.	2	
	iii.	comparison between IHRM and HRM with proper example. 1 mark for each point (1 mark* 4)	4	
OR	iv.	Definition IHRM HR challenges at international level.	1 mark 3 marks	4
Q.3	i.	Who are Expatriates? 1- marks What are the factors behind failure of expatriates? (any 2)	3	
	ii.	importance of cross-cultural training it contribute to organizational success	3 marks 2 marks	5
OR	iii.	challenges faced by expatriates HR support them and their families	3 marks 2 marks	5
Q.4	i.	Key variables that influence expatriate performance.	3	
	ii.	Steps in the global performance management give proper example.	3 marks 2 Marks	5
OR	iii.	Key issues faced by multinational companies in managing performance globally.	5	
Q.5	i.	Primary objectives of a compensation system. 1 mark for each objective (1 mark* 2)	2	
	ii.	Role of compensation strategy in achieving organizational goals.	3	
OR	iii.	Cost of living in different geographical areas affect the compensation strategy of global companies?	3	
	iv.	Variables that influencing compensation in international HRM.	3	
Q.6	Attempt any two:			
	i.	Explain concept of repatriation	1 mark	4
	ii.	Discuss repatriation process	3 marks	
	iii.	What are the various challenges of repatriation. Discuss any four challenges.	4	
	iv.	What skills and qualities required for an ideal expatriate? (any 4 four)	4	
Q.7	Case Study			
	(a)	primary factors	3 marks	
	(b)	Steps should EcoGlobal's HR	3 marks	
	(c)	Expatriate training program	4 marks	
