

The expatriate manager decided to set up the office in the capital, New Delhi, because he knew he would have to meet frequently with senior government officials. Since the Indian Government closely regulated all trade and industry, Richard often found it necessary to help his suppliers obtain import licenses for the semi-manufacturers and components they required to produce the finished goods his company had ordered.

Richard found these government meetings frustrating. Even though he always phoned to make firm appointments, the bureaucrats usually kept him waiting for half an hour or more. Not only that, his meetings would be continuously interrupted by phone calls and unannounced visitors, as well as by clerks bringing in stacks of letters and documents to be signed. Because of all the waiting and the constant interruptions, it regularly took him half a day or more to accomplish something that could have been done back home in 20 minutes.

Three months into this assignment, Richard began to think about requesting a transfer to a more congenial part of the world- "somewhere where things work". He just could not understand why the Indian officials were being so rude. Why did they keep him waiting? Why didn't the bureaucrats hold their incoming calls and sign those papers after the meeting so as to avoid the constant interruptions? After all, the Government of India had actually invited his company to open this buying office. So didn't he have the right to expect reasonably courteous treatment from the officials in the various ministries and agencies he had to deal with?

Question.

(a) Discuss the Indian system specified in the case in terms of cultural dimensions as given by various researchers.

Enrollment No.....



Faculty of Management Studies
End Sem (Odd) Examination Dec-2022
MS5EH07 International HRM

Programme: MBA

Branch/Specialisation: Management

Duration: 3 Hrs.

Maximum Marks: 60

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.

- Q.1 i. HRM practiced by multinational organizations is termed as the following- **1**
 (a) Globalization (b) Personnel management practices
 (c) Domestic HRM (d) International HRM
- ii. A major difference between IHRM and Domestic HRM is the **1**
 (a) Increased complexities such as currency fluctuations, foreign HR policies and practices, and differing labour law.
 (b) Number of employees covered by the HR policies
 (c) Ease with which employees adjust to new cultures
 (d) Development of effective cross-border management styles
- iii. Which of the following factors is not related directly to the success of expatriate assignments? **1**
 (a) The personality of expatriate employee
 (b) The intentions of expatriate employee
 (c) The incapability of the spouse to adjust to the new situation
 (d) The nature of products produced by the company
- iv. Someone who lives and works in a foreign country is a **1**
 (a) Expatriate (b) Holiday maker
 (c) International jet-setter (d) Immigrant
- v. The staffing policy in which all key management positions are filled by home country nationals is termed: **1**
 (a) Polycentric (b) Ethnocentric
 (c) Geocentric (d) Multicentric

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- vi. The performance criteria valid in the parent country is not valid in the _____. **1**
 (a) Host country (b) Home country
 (c) Third country (d) Huge country
- vii. Benefits are also known as _____. **1**
 (a) Indirect compensation (b) Direct compensation
 (c) Fringe benefits (d) Perks
- viii. The term _____ failure has been defined as the premature return of an expatriate. **1**
 (a) Expatriate (b) Non-expatriate
 (c) Global expatriate (d) Repatriate
- ix. Which is not a phase of Repatriation? **1**
 (a) Physical relocation (b) Transition
 (c) Readjustment (d) Networking
- x. _____ is a part of Expatriation Process. **1**
 (a) Repatriation (b) Expatriation
 (c) Out sourcing (d) Brain drain
- Q.2 i. Differentiate between domestic HRM & IHRM. **2**
 ii. Discuss future of IHRM. **2**
 iii. Define International Human Resource Management. Discuss the scope of IHRM. **4**
- OR iv. Discuss HRM practices in different countries. Explain HR challenges at international level. **4**
- Q.3 i. Discuss needs of expatriates training. What are the factors behind failure of expatriates? **3**
 ii. What are the challenges faced in training in multinational companies? Discuss emerging trends in training for competitive advantage. **5**
- OR iii. Discuss recent trends in international staffing. What is polycentric staffing policy? **5**
- Q.4 i. Discuss the issues related to female expatriate. Explain variables influence performance of expatriate. **3**
 ii. Explain steps in the global performance management. Discuss issues in managing performance in the global context. **5**

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- OR iii. Explain the concept of international performance management. Discuss various challenges of international performance management. **5**
- Q.5 i. Explain the concept of compensation packages. Discuss compensation objectives. **2**
 Attempt any two:
 ii. Discuss theories of compensation. List four important factors affecting multinational compensation systems. **3**
 iii. Discuss issues in international compensation. Briefly describe multinational compensation systems **3**
 iv. Explain components of compensation. Discuss variables influencing compensation. **3**
- Q.6 Attempt any two:
 i. What skills and qualities should an ideal expatriate possess? Discuss tips for successful repatriation. **4**
 ii. Explain concept and meaning of repatriation. Discuss repatriation process in details. **4**
 iii. Discuss various challenges of repatriation. Explain concept of Managing repatriation. **4**
- Q.7 Case Study **10**
 Richard was a 30 year old American sent by his Chicago based company to set up a buying office in India. The new office's main mission was to source large quantities of consumer goods in India: Cotton piece goods, garments, accessories and shoes, as well as industrial products such as tent fabrics and cast-iron components.
 India's Ministry of Foreign Trade (MFT) had invited Richard's company to open this buying office because they knew it would promote exports, bring in badly needed foreign exchange and provide manufacturing know-how to Indian factories.
 Richard's was, in fact, the first international sourcing office to be located anywhere in South Asia. The MFT wanted it to succeed so that other Western and Japanese companies could be persuaded to establish similar procurement offices.

P.T.O.

Marking Scheme
MS5EH07 International HRM

Q.1	i)	HRM practiced by multinational organizations is termed as the following d. International HRM		1
	ii)	A major difference between IHRM and Domestic HRM is the a) Increased complexities such as currency fluctuations, foreign HR policies and practices, and differing labour law.		1
	iii)	Which of the following factors is not related directly to the success of expatriate assignments? d) the nature of products produced by the company		1
	iv)	Someone who lives and works in a foreign country is a a) expatriate		1
	v)	The staffing policy in which all key management positions are filled by home country nationals is termed: (b) Ethnocentric		1
	vi)	The performance criteria valid in the parent country is not valid in the a. Host Country		1
	vii)	Benefits are also known as _____. a. Indirect Compensation		1
	viii)	The term _____ failure has been defined as the premature return of an expatriate c. Global expatriate		1
	ix)	Which is not a phase of Repatriation? d. Networking		1
	x)	_____ is a part of Expatriation Process. a. Repatriation		1
Q.2	i.	Domestic HRM IHRM	1marks 1marks	2
	ii.	Future of IHRM (According to description)	2marks	2
	iii.	IHRM concept Scope of IHRM	2marks 2marks	4
OR	iv.	HRM practices at different countries HR challenges at International level	2marks 2marks	4
Q.3	i.	Needs of expatriates training Reasons for failure	1.5marks 1.5marks	3

	ii.	Challenges faced Emerging Trends in Training for competitive advantage.	2.5marks 2.5marks	5
OR	iii.	Recent Trends in International staffing Polycentric staffing policy	2.5marks 2.5marks	5
Q.4	i.	Issues related to female expatriate Variables influence performance of expatriate	1.5marks 1.5marks	3
	ii.	Steps in the global Performance Management Issues in managing performance in the global context	2.5marks 2.5marks	5
OR	iii.	Concept of International performance management Challenges of International performance management	2marks 3marks	5
Q.5	i.	Compensation packages Compensation objectives	1marks 1marks	2
	ii.	Theories of compensation Factors affecting multinational compensation systems.	1 mark 2 marks	3
OR	iii.	Issues in international compensation Concept of multinational compensation systems	2 marks 1 marks	3
	iv.	Components of compensation Variables influencing compensation	1 marks 2 marks	3
Q.6				
	i.	Skills and qualities of ideal expatriate Tips for successful repatriation.	2marks 2marks	4
	ii.	Concept and meaning of repatriation Repatriation process	1marks 3marks	4
	iii.	Challenges of repatriation Concept of Managing repatriation.	2marks 2marks	4
Q.7		Case Study As per discussion		10
