

Seat No.: \_\_\_\_\_

Enrolment No. \_\_\_\_\_

# GUJARAT TECHNOLOGICAL UNIVERSITY

MBA Semester –IV Examination Dec. - 2011

Subject code: 840302

Date: 16/12/2011

Subject Name: International Human Resource Management (IHRM)

Time: 02.30 pm – 05.30 pm

Total Marks: 70

Instructions:

1. Attempt all questions.
2. Make suitable assumptions wherever necessary.
3. Figures to the right indicate full marks.

Q.1 Case Study:

## RE-ENTRY PROBLEMS

John Handel had been back in his hometown for two months after an exciting three years working in the Japanese subsidiary of a U.S. multinational. As he sat in his empty office is looking out at the city skyline, John reviewed his situation. Well, he had to admit, for him it had been on exciting and challenging time since his position there as finance manager had been a promotion. More importantly, it had brought him in control with different work approaches and procedures and he had interacted with American expatriates from headquarters as well as the local Japanese. Even though his previous position had been in the Asia Pacific Regional Office, it had not provided him with the same exposure as he employed in Japan. John knew that he had gained valuable experience and self confidence as a result.

It had not been all excitement though for the family. Anne, his wife, did not complain but John knew that she faced a difficult time because of his international assignment .One reason was because his two teenage had to attend the International School located at a considerable distance from the Japanese subsidiary, which meant they only come ‘home’ on weekends. It made life particularly lonely for Anne, who was not working in Japan. She did admit that she often missed her work as pathologist. Anne was having trouble back home finding employment- her previous department in a local medical school had been closed down due to reduced government funding.

Both children enjoyed the international environment at the school. And had adjusted better that John had hoped coming back to Australia, though proving to be traumatic. His elder son had not been accepted into his chosen university course doe to non recognition of the accreditation of the international school –or at least that was what Peter claimed. His younger son, John knew. How was he going to explain that the family had made sacrifices to further his career that was going nowhere? His repatriated position back to the Regional office was badly timed, to say the least. Headquarters in the state had decided to reorganize the entire global operation and, as a result, the Regional office was to be upgraded to a Regional Headquarters, and relocated in Japan. John knew that it made sound business sense –most of the Asian Pacific activity was centered around the Japanese facility and its South East Asian and Chinese markets. To retain its regional headquarters in Australia on the grounds of sentiment was unthinkable in such a highly competitive industry. “But where does that leave me? All the work is being transferred northwards. My position will now be filled by someone from either headquarters or, more probably, from Japan. My boss made that quiet clear. I could not have asked the family to move back anyway,” thought John. The situation was compounded by the news today that several of his colleagues in the regional office had been made redundant. “My acceptance of the international assignment has been career suicide-and just for me,” John thought. “I will have to see if there are positions available elsewhere if I am going to be

able to face Anne and the boys to night. Surely another company will value my international experience.”

**Questions:**

- 1 Why did John felt that he gained valuable experience in the Japanese Subsidiary of US MNC? 3½
  - 2 Why did John’s felt that his wife faced difficult times during his foreign assignment and What type of problems did John’s children face after coming ‘home’? 7
  - 3 John thought that “my acceptance of the international assignment has been career suicide”-why? 3½
- Q.2**
- (a) Define international human resource management (IHRM) and discuss in detail the model of IHRM? 7
  - (b) Explain the various stages of internationalization? 7
- OR**
- (b) Discuss in detail the different approaches to staffing with example? 7
- Q.3**
- (a) Explain the process of adjustment of an expatriate to foreign culture? 7
  - (b) How does an international assignment assist in developing a ‘cadre’ of international operators? Why is it necessary to have such a ‘cadre’? 7
- OR**
- Q.3**
- (a) Why is it important for multinational firms to understand the compensation practices of other countries? 7
  - (b) You have been asked to accept an international assignment that involves working in Japan for 2 years. Following the general trend your employer will not provide a post assignment job guarantee. You realize that the probability of unemployment when the assignment is finished is rather high. Why would you accept the international assignment? 7
- Q.4**
- (a) What contribute to the poaching of subsidiary employees? What steps can be taken to try and retain key employees? 7
  - (b) What is ‘Social Dumping’ and why should trade unions be concerned about it? 7
- OR**
- Q.4**
- (a) “Performance Management is the most important responsibility of HR executives”. Comment. 7
  - (b) Explain the “Going Rate” approach and “Balance Sheet” approach. 7
- Q.5**
- (a) What are the advantages and disadvantages of using PCN, TCN and HCN (various nationality groups)? 7
  - (b) Discuss in detail the different factors for change with examples? 7
- OR**
- Q.5**
- (a) What factors should be taken in to account for an effective pre-departure training programme? 7
  - (b) What criteria are used for performance appraisal of international employees? 7

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