

Seat No.: _____

Enrolment No. _____

GUJARAT TECHNOLOGICAL UNIVERSITY

MBA - SEMESTER-III • EXAMINATION – WINTER 2013

Subject Code: 2830503

Date: 21-12-2013

Subject Name: International Human Resource Management (IHRM)

Time: 14:30 pm – 17:30 pm

Total Marks: 70

Instructions:

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

- Q1. (A) Describe nature and concept of IHRM & expatriate in detail 07
(B) Describe the difference between Domestic HRM & IHRM 07
- Q2 (A) Describe the different types of international assignments in detail with examples 07
(B) Describe the different staffing approaches with examples
OR
(B) Describe about the training module of Expatriate 07
- Q3 (A) Describe the control mechanism of IHRM detail 07
(B) What is social dumping & why should unions cause for concern about it 07
OR
(A) Discuss the performance management system for Expatriate in MNC 07
(B) Describe the difference between going on approach & Balance sheet approach of Compensation in detail 07
- Q4.(A) Describe about dual career option of employees 07
(B) Describe about the female expatriate scenario. 07
OR
- Q4 (A) Describe the Repatriation process & Return on investment (ROI) 07
(B) Describe the concept of Alligatorism with example 07
- Q5(A) Describe the key issues related to the trade union in IHRM 07
(B) Discuss the cause of Expatriate failure in the assignment. 07
OR

Q5 Solve the following case study

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An employee is being groomed for a future position at an executive level within a multinational organisation in the petrochemical industry. She has performed a variety of roles within the company, all of which were located in her home country, and in non-technical areas. The organisation's policy is for each individual on its fast track to occupy at least one position overseas, running a subsidiary or overseas office.

The individual was offered a position in a predominantly Arabic-speaking and Muslim North African country. It was a relatively new location for the organisation.

It had opened an office there because oil had recently been discovered offshore and there was a great opportunity to drill for oil and share in the proceeds with the government. The employee had not been briefed in any way about the country, its security concerns or politics, only about the exciting oil partnership deal. She had decided that as it was located close to Europe, she could fly back to her home country fairly easily if required. With a husband willing to take a leave of absence, and her young children prepared, she was all set. A few weeks before starting her new assignment, she travelled to the country in question. Her first meeting was with the US ambassador (there was no UK embassy in the country), who warned her that her forthcoming appointment was

already widely known about, and not just in a positive way. She was already apparently on the radar of Al-Qaeda, which was 'known to be operating within the country'. What's more, her place of residence was right next to the TV station, which had been taken over recently during a coup d'état. To make matters worse, on meeting with the newly appointed oil minister, he announced that the formula for the royalties split was being amended, so that her organisation would receive less than what had been agreed upon initially, so it seemed she would face a tough challenge in dealing with the government. The employee met with a couple of locally recruited staff to get acquainted with them in advance of her assignment. The 'employees' turned out to be contractors, and all appeared to be relatives of government ministers, their appointments ratified by the government. None spoke English and no one had any expertise in the oil industry. Finally, the employee discovered that there were no schools which provided schooling in English – or even French. Arabic was the national language. With small children, she had assumed there would be plenty of English-speaking nannies and teachers. As for her husband, who had planned to take leave of absence from his job, it transpired that the government was not granting entry visas for anyone other than direct employees working for organisations that had contracted with the government.

Answer the following Question:-

- Q1. What was the employee to do?
- Q2. What should the employee have done differently?
- Q3. What should HR have done?
- Q4. What policies, steps, and practices should it have had in place to inform, educate and assist the employee before accepting the position?
- Q5. In your view, was this right kind of appointment for her? If not, why not? If yes, what kind of ongoing support and practices could the parent officialdom have put in place to assist the employee and make the assignment a success?
