PRESIDENCY UNIVERSITY
BENGALURU

SCHOOL OF MANAGEMENT   SET B

MID TERM EXAMINATION

Even Semester: 2018-19   **Date**: 19 February 2019

Course Code: HRM402   **Time**: 2 Hours

Course Name: International Human Resource Management   **Max Marks**: 40

Programme & Sem: MBA & IV Sem   **Weightage**: 20%

Instructions:
(i)   Read the question properly and answer accordingly.
(ii)   Question paper consists of 3 parts.

Part A

Answer **all** the Questions. **Each** question carries **Three** marks.   (4Qx3M=12)

1. What are the 4 main objectives of International Human Resource Management (IHRM)?

2. With an example briefly mention who is a PCN?

3. What do you mean by repatriation?

4. What do you mean by geocentric approach?

Part B

Answer **both** the Questions. **Each** question carries **Six** marks.   (2Qx6M=12)

5. Describe and explain the 4 approaches to International recruitment and selection

6. Elaborate with examples the International staffing principles of PCN, TCN and HCN

Part C

Answer **both** the questions provided at the end of Case. Questions carry **Sixteen** marks.

(1Qx16M=16)

Global Assignments and Challenges

AstraZeneca, Plc is the world"s fifth largest pharmaceutical company. AstraZeneca is known for its strong expatriate management practices. The company has put various mechanisms in place to prepare employees for life in a different country. AstraZeneca,

always prides on making 'global citizens' in its employees, because each of the junior to mid level employees are expected to travel and work in atleast 5 different countries in their lifetime. And Senior level and management employees are expected to have experience in working in atleast 9 to 12 countries in their lifetime and this is seen as a foundation for eventual leadership and attaining top positions in the organization. AstraZeneca, like other companies, has also been challenged to have a relook at its expatriate management practices in the light of the global economic slowdown. Sending its employees on foreign assignments is a huge expense and also a drain on its budget, particularly as the economy is not that good. Yet the main reason why the organization feels its employees are satisfied and growth oriented is that they have been exposed to different foreign cultures.

It is becoming difficult for AstraZeneca to decide what to do – should it continue sending employees on expatriate assignments despite economy doing badly or should it stop this initiative as they also do not know if the employees will stay with the organization in the long term

Case Questions

7a) Understand how the initiatives adopted by AstraZeneca in this area will help its employees on international assignments adjust well to their work environment, perform well and attain a work / life balance;

7b) Analyse AstraZeneca"s decisions related to expatriates in the face of the ongoing economic recession – should it continue sending employees on expatriate assignments despite economy doing badly or should it stop this

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END TERM FINAL EXAMINATION

Even Semester: 2018-19   **Date**: 8 March 2019

Course Code: HRM 402   **Time**: 3 Hours

Course Name: International Human Resource Management   **Max Marks**: 80

Programme & Sem: MBA & IV Sem   **Weightage**: 40%

Instructions:
    (i)   **Write legibly and be as concise as possible.**

Part A

Answer **all** the Questions. **Each** question carries **five** marks.   (4Qx5M=20)

1. What do you mean by national culture? Explain with an example

2. Briefly explain the variables which affect the Expatriate Performance

3. Explain the concept of balance-sheet approach in International Compensation?

4. Briefly explain the demand forces of the future global workforce

Part B

Answer **all** the following Questions. **Each** question carries **ten** marks.   (3Qx10M=30)
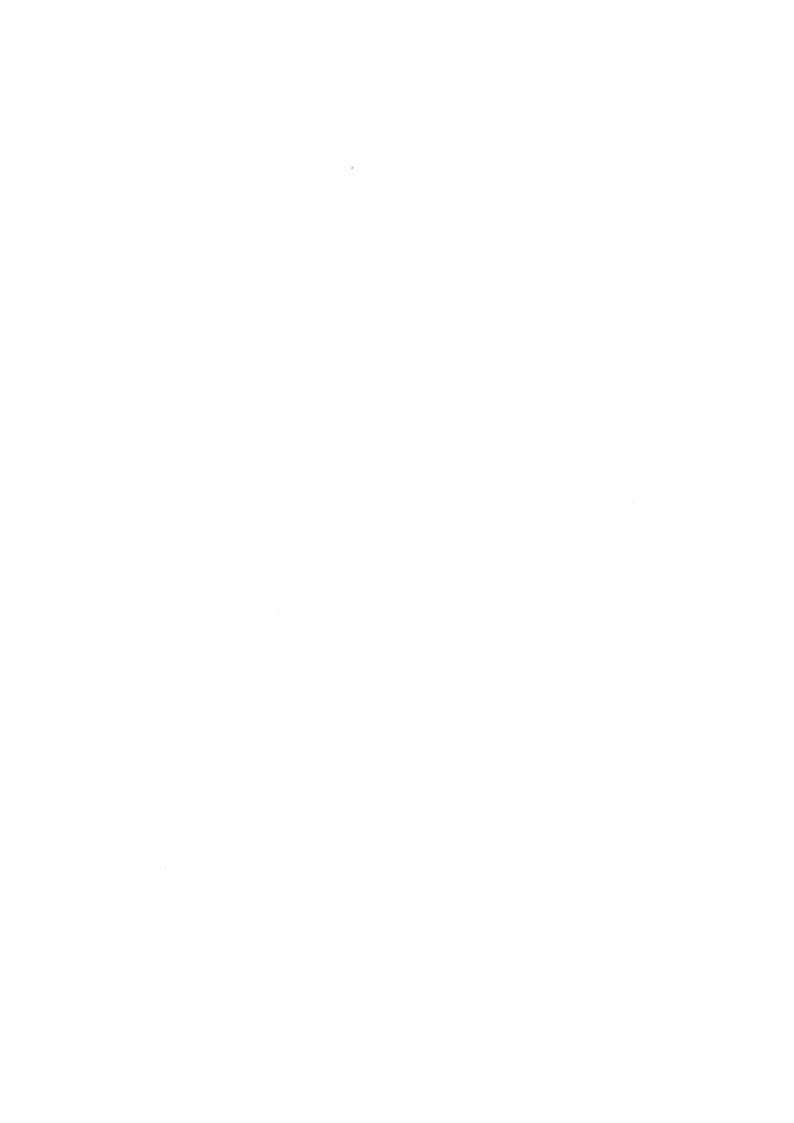
5. Elaborate the 4 different factors affecting HRM in International Markets.
    Diagrammatically explain how it works and also provide examples for each of them

6. Explain in detail the 5 dimensions of Hofstede's Cultural framework. Provide examples

7. Describe in detail the eight topics for assessing candidates for overseas assignments

Part C

Answer **both** the following Question. **Each** question carries **fifteen** marks.   (2Qx15M=30)

8. Imagine you have been working for a long time as a Project Manager in a Foreign
    Country. This foreign country is exactly opposite of your home country in terms of
    culture, practices, society and lifestyle. You are now returning to your home country.
    Enumerate the challenges you will face upon return and how will you prepare yourself
    as a repatriate?

9. Illustrate with examples and explain in detail how you will design a cross cultural training
    program for Expatriate Employees

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SCHOOL OF MANAGEMENT   SET A

MID TERM EXAMINATION

Even Semester: 2018-19   **Date**: 19 February 2019

Course Code: HRM402   **Time**: 2 Hours

Course Name: International Human Resource Management   **Max Marks**: 40

Programme & Sem: MBA & IV Sem   **Weightage**: 20%

Instructions:
(i)   Read the question properly and answer accordingly.
(ii)   Question paper consists of 3 parts.

Part A

Answer **all** the Questions. **Each** question carries **Three** marks.   (4Qx3M=12)

1. Name and very briefly mention the 4 types of organizations

2. With an example briefly mention who is a TCN?

3. What do you mean by an expatriate?

4. What do you mean by ethnocentric approach?

Part B

Answer **both** the Questions. **Each** question carries **Six** marks.   (2Qx6M=12)

5. Describe and explain the 5 main variables that moderate the differences between Domestic HRM and International HRM

6. Why do expatriates fail in their overseas (foreign) assignments? Provide examples

Part C

Answer **both** the questions provided at the end of Case. Questions carry **Sixteen** marks.

(1Qx16M=16)

Language and IHRM

One of the world's largest steel manufacturers is "Arcelor Mittal". It resulted as a merger of the Top 2 steel organizations in the world, namely Mittal Steel and Arcelor Steel. However

Mittal Steel was a largely Indian organization that had its influence in Eastern European, Asian and African countries. Although they had the headquarters in London, it was largely a low cost manufacturer producing steel for low cost manufacturing. But Arcelor was a truly European organization, having its manufacturing base and headquarters in various Western European countries and in the US, and it was into producing specialty steel for hitech sophisticated industries. Whilst English, Asian and African languages were the corporate languages in Mittal Steel, it was German, French, Dutch and other European languages that were the corporate languages in Arcelor Steel. After the formation of the world's largest steel company Arcelor Mittal in 2006, the top management decided to make English the official corporate language. They contended that global management required a shared language and thus started providing on-line training in English to its managers and other high-potential employees. The management felt that training in English business language skills would help increase the company's global competiveness and also open up career advancement possibilities for its employees.

Although initially touted as a major change initiative this decision of imposing only English as the main corporate language caused huge resentment and disillusionment amongst the employees, especially the erstwhile Arcelor employees as they were comfortable speaking in their local European language. But because Mittal steel had bought over Arcelor and Arcelor was the junior partner, so all the Arcelor employees in this merged entity of Arcelor Mittal were considered as less important, and were told that they had to either adopt English as the language or quit

Case Questions

7a) Analyse and explain if ArcelorMittal's English language training initiative will help the company communicate across borders and cultures

7b) How will the initiatives taken by ArcelorMittal help increase its global competitiveness?