

Roll No.

Total No. of Pages : 03

Total No. of Questions : 15

MBA (2012 & Onward) (Sem.-4)

INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Subject Code : MBA-967

Paper ID : [A2542]

Time : 3 Hrs.

Max. Marks : 60

INSTRUCTION TO CANDIDATES :

- 1. SECTION-A contains SIX questions carrying FIVE marks each and students has to attempt any FOUR questions.**
- 2. SECTIONS-B consists of FOUR Subsections : Units-I, II, III & IV. Each Subsection contains TWO questions each carrying EIGHT marks each and student has to attempt any ONE question from each Subsection.**
- 3. SECTION-C is COMPULSORY and consist of ONE Case Study carrying EIGHT marks.**

SECTION-A

1. Explain the term Convergence of Cultures.
2. Discuss the core elements of culture in brief.
3. What are the characteristics of a successful global communicator?
4. How do culture influence negotiation styles in international settings?
5. Differentiate between Domestic and international Human Resource Management.
6. What skills and qualities should an ideal expatriate possess?

SECTION-B

UNIT-I

7. Explain the Geert Hofstede's Model of Culture across nations.
8. Define Culture. Why is it important for an international manager to learn about culture?

UNIT-II

9. Why do firms enter international markets? How do different kinds of environmental and demographic factors affect these firms?
10. Discuss some of the universal communication principles that should be adopted by an international manager.

UNIT-III

11. Discuss the respective advantages and disadvantages of Ethnocentric and Polycentric approaches of international staffing.
12. What are the special problems faced by global managers when they have to evaluate global team performance?

UNIT-IV

13. Bring out the role of international Human Resource manager in ensuring ethical behaviour amongst employees and other managers.
14. Describe the salient features of HR Practices in China and compare it with those of India.

SECTION-C

15. **Case Study :**

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.

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 :

Describe the Indian system specified in the case in terms of cultural dimensions as given by various researchers.