



P.E.S. College of Engineering, Mandya - 571 401

(An Autonomous Institution affiliated to VTU, Belagavi)

Fourth Semester, Master of Business Administration (MBA)

Semester End Examination; May/June - 2018

International Human Resource Management

Time: 3 hrs

Max. Marks: 100

*Note: Answer all **FOUR** full questions from **PART - A** and **PART - B** (Case study) is compulsory.*

PART - A

- 1 a. Differentiate Domestic HRM and International HRM. 10
 b. Explain various drivers of internationalization of business. 10

OR

- 2 a. What are the qualities of global manager? Explain. 10
 b. Briefly discuss about different international HRM approaches. 10
 3 a. Elaborate the factors contributing to the success of expatriates. 10
 b. Explain various staffing choices / strategies adopted by MNCs. 10

OR

- 4 a. What are the challenges in IHRM? Explain. 10
 b. Explain the role of an expatriate. 10
 5 a. What are the activities involved in expatriate performance management? Explain. 10
 b. Elaborate the issues and challenges in international performance management. 10

OR

- 6 a. Explain various key components of international compensation package. 10
 b. Explain the benefits and drawbacks of cross-cultural training. 10
 7 a. Explain the process of International training. 10
 b. What is Repatriation? Explain the process of Repatriation. 10

OR

- 8 a. What are the key issues in International IR? Explain. 10
 b. What are the emerging issues in IHRM? 10

UNIT - B (Compulsory)

9. Case study:

Gateway hotels Ltd., is a national chain of hotels in India. There are currently 56 hotels throughout the country, including 4 each in New Delhi, Kolkata, Chennai, Bangalore, Secunderabad and Mumbai. The organizations revenue was Rs. 220 Crores, last year. Currently the group has over 7,400 employees.

Plans for the future:

- The group recently acquired a small chain of hotels located in Hong Kong
- Half of the new hotels in Hong Kong will be retained and will be re-branded as part of Gateway hotels ltd., the other half of the hotels would be sold
- Gateway hotels ltd., has decided to implement an ethnocentric approach whereby they intend to send some of their existing managers (based in India) over to Hong Kong to lead the change over the new hotels and then to manage them when they re-open

Information about the case:

- A large number of their existing managers would like the chance to work abroad
- None of their existing managers can speak the native language of Hong Kong
- The management will allow 4 weeks in which the re-branding of the hotels should take place and then new hotels must be ready to open
- They expect to recruit a large number of staff to the new Hong Kong hotels because 70% of the employees have left
- They will require their managers to be flexible and move between different countries, if any problem arise

Questions:

- a. Identify the issues and challenges faced by Gateway hotels Ltd.
- b. What recruitment strategies do you suggest in the international context?
- c. Come up with training and development strategies to be adopted in the new place.
- d. Discuss the approaches to deal with expatriates.