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P.E.S. College of Engineering, Mandya - 571 401
 (An Autonomous Institution affiliated to VTU, Belgaum)
Fourth Semester – Master of Business Administration (MBA)
Semester End Examination; June/July - 2015
International Human Resource Management

Time: 3 hrs

Max. Marks: 100

Note: Answer FOUR full questions from PART – A and PART – B (Case Study) is compulsory.

PART – A

- 1 a. Who is an Expatriate? What are the important criteria in the selection decision of an expatriate? 10
- b. Discuss the various reasons for international assignments. 10
- OR**
- 2 a. What are the barriers to females taking international assignments? 10
- b. What are the approaches in international staffing? Explain. 10
- 3 a. What are the components of an international compensation programme? 10
- b. What are the reasons for expatriate failure? 10
- OR**
- 4 a. Discuss the responses of labour unions to MNC's. 10
- b. Explain the performance management issues associated with international employees. 10
- 5 a. Explain the approaches to international compensation. 10
- b. State and explain the three approaches to international HRM. 10
- OR**
- 6 a. What are the differences between Domestic HRM and IHRM? Explain. 10
- b. Discuss the role of an expatriate. 10
- 7 a. List out the various solutions to the Dual career challenges. 10
- b. Explain the components of pre departure training. 10
- OR**
- 8 a. Explain designing a repatriation program. 10
- b. How do international teams benefit the multinationals? Explain. 10

PART – B**Case Study (Compulsory)**

9. Australian based Fredrick Corporation, a \$ 1 Billion manufacturer of coatings, plastics, specialty chemicals and ceramics, has a successful International enterprise for almost three quarters of a century. Several of its foreign operations, particularly those in Europe and Latin America, have existed for fifty, sixty, even seventy years. The company currently operates in twenty one countries on six continents. About two thirds of its employees are non US nationals and over 60% of its revenues and profits are derived from foreign operations.

In spite of its impressive International record, only recently has Fredrick Corporation become a global company, admits David, Fredrick Corporation Vice president of Human Resources. There was quite a bit of sharing of information and technology among our operations in various countries, but each foreign division or subsidiary operated highly independently, formulating much of its own strategy for manufacturing, marketing, finance and human resources, says David.

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Since then Fredrick Corporation has recognized its corporate structure to focus on products and business lines across international borders. Each business thinks of the world as its market place now, says David. We are developing broad based global strategies, with increased communications and a greater sharing of assets throughout the world.

High on that list of "Shared assets" is human resources. We realize there is a strong need for global managers, says David. We have to identify, train and develop people with an international outlook, skills and experiences, like all other facets of the corporation, human resources have to evolve into a global operation.

Questions:

- i) Present the facts of the case.
- ii) What was the strategy applied by Fredrick Corporation?
- iii) Discuss the advantages and disadvantages of the same.
- iv) In the new corporate structure, how do you think staffing and selection would happen at Fredrick Corporation.

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