

Seat No.: \_\_\_\_\_

Enrolment No. \_\_\_\_\_

**GUJARAT TECHNOLOGICAL UNIVERSITY**  
**MBA- SEMESTER - III-EXAMINATION- SUMMER-2023**

**Subject Code: 4539243**

**Date: 22/06/2023**

**Subject Name: International Human Resource Management**

**Time: 02:30 PM TO 05:30 PM**

**Total Marks: 70**

**Instructions:**

1. Attempt all questions.
2. Make Suitable assumptions wherever necessary.
3. Figures to the right indicate full marks.
4. Use of simple calculators and non-programmable scientific calculators are permitted.

<b>Q. No.</b>	<b>Question Text and Description</b>	<b>Marks</b>
<b>Q.1</b>	Definitions / terms / explanations / short questions based on concepts of theory/practical (a) Achievement culture (b) Base salary (c) Collective bargaining (d) Culture shock (e) In-Group Collectivism (f) Hardship premium (g) Inpatriate	<b>14</b>
<b>Q.2</b>	(a) What is IHRM? Differentiate between Domestic and Global HRM	<b>07</b>
	(b) Discuss the variables that moderate differences between Domestic and international HRM	<b>07</b>
<b>OR</b>		
	(b) Explain various stages of internationalization. How does each stage affect the HR function?	<b>07</b>
<b>Q.3</b>	(a) Explain various staffing approaches with their advantages and disadvantages.	<b>07</b>
	(b) Are Female expatriates different from Male expatriates? Explain Barriers to females taking international assignment	<b>07</b>
<b>OR</b>		
<b>Q.3</b>	(a) Explain various global issues confronting HR Managers in IHRM.	<b>07</b>
	(b) As an HR manager, design the cultural training module for a set of your employees who are going for an overseas assignment of your organization. (Assume any organization of your choice.)	<b>07</b>
<b>Q.4</b>	(a) Explain various approaches to International compensation.	<b>07</b>
	(b) In a firm there are international employees working, as a HR manager how would you manage their performance to increase their efficiency?	<b>07</b>

**OR**

- Q.4 (a)** Explain the issues in Social Dumping and why should trade unions be concerned about it? **07**
- (b)** As a Chief HR Executive of an MNC how you'll manage Retaining, Developing, and retraining staff? **07**
- Q.5 CASE STUDY:**
- Aero Designs Inc. is a well-known Canadian MNE that manufactures and sells commercial airplane engines and fuselages worldwide. It currently has over 1,000 employees in its three locations, including 500 at its global headquarters in Canada, 300 at a manufacturing plant in the U.S., and now over 200 at its newest manufacturing plant in Mexico. The firm hires an HR Consultant recently.
- The firm is having problems communicating and sharing its corporate values and policies with its newest employees in Mexico. The only experience Aero had in opening a new subsidiary prior to Mexico was in the U.S., where corporate values and policies were taken up by American employees with little difficulty. The problems in the Mexican plant seem to center around poor communication between the managers, who are mostly Canadian, and its new employees, who are mostly from Mexico.
- “We want our corporate culture to be the same everywhere,” explains Aero’s CEO, Ms. Mary Avery, to you over lunch. “We want everything we do in Canada to be the accepted, standard practice across all of our locations, but that just doesn’t seem to be getting across to our employees in Mexico.” Avery continues by telling you that all new employees are trained in Aero’s corporate culture via discussions with their managers and corporate brochures/reading materials. She says that her Canadian managers in Mexico are frustrated with the Mexican workers’ abilities to learn Aero’s culture and that, as a result, productivity at the plant has been negatively impacted.
- HR Consultant investigates the issue by speaking with managers and employees at the new subsidiary in Mexico. The managers complain that employees at the new plant do not speak their minds very often, and often seem to stress harmony with each other over learning Aero’s culture. Managers are also frustrated that staff meetings frequently start late due to the lateness of employees. The employees, who are younger than their managers on average, are frustrated that they are not told exactly how to do their tasks; instead, they are told to read their employee manuals for guidance. They are concerned that Aero managers are too impatient with them about learning the policies. They feel they have been left to their own devices to figure out how things work, which often causes them to stay late at work. What is more, staying late on their shifts often causes them to be late for staff meetings, where they are often berated by managers for not acting like “good Canadian employees”.
- (a)** What is the definition of culture? How is it typically measured in the context of international human resource management? **07**
- (b)** In your opinion, with its expansion into Mexico, at which stage of internationalization is Aero? Justify your answer **07**
- OR**
- Q.5 (a)** As an HR Consultant what set of solutions to the existing problems you'll suggest to the company? **07**
- (b)** Do you think Aero’s management is taking a more standardized or a more localized approach to their human resources management? Why do you think this? **07**

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