

VPM's
DR VN BRIMS, Thane
Programme: MMS (2015-17) (H.R.)
Third Semester Examination October 2016

Subject	Global HRM		
Roll No.		Marks	60 Marks
Total No. of Questions	7	Duration	3 Hours
Total No. of printed pages	2	Date	25.10.2016

Note: Q1 is compulsory and solve any FOUR from the remaining SIX questions.

Q1) 20 Marks (Compulsory)

Richard Hoffman, Quebecois Chemical Engineer working for a Canadian-based energy firm, was given a three-year expatriate assignment in Venezuela as a technical liaison and environmental protection project manager. His local project supervisor was Jean, a French engineer who had lived in French Guiana and then Venezuela for over 20 years. Richard thought that as a Francophone from Quebec, he and Jean would be able to build a quick working relationship. Richard sent Jean an early email (in French, and not the usual corporate English) containing what he thought of as the five most significant goals associated with his assignment – similar to the management by objectives section of the more or less standard performance appraisal forms he had filled out for years during earlier assignments in Edmonton, Toronto and at corporate headquarters in Montreal. After several months with no response from Jean, Richard caught Jean in the hallway between meetings and asked him about the email and his progress to date. ‘Don’t worry about that’, Jean responded blandly, ‘Just keep working to the deadlines and I will check with your co-workers and the other project managers on your work. Where did you go to engineering school by the way?’

Richard waited another six months and was becoming increasingly anxious as the firm’s annual review week approached. He finally caught up with Jean on a rainy Friday in the lobby of the office building as they both waited for their drivers to arrive. When asked about the upcoming performance review, Jean snorted and said ‘C’est tout fini, it’s all been taken care of. Make an appointment with my assistant Louisa next week and we can go over the report we have sent to Montreal.’ As Jean stepped gingerly into the rainy Caracas parking lot, Richard thought back to the last few weeks with his team, the sometimes loud disagreements with his fellow project managers, and wondered if it was too late in the day to call his old supervisor in Toronto.

- 1. Discuss the importance of performance appraisal in an international assignment.**
- 2. Do you think Richard should go back to Canada? What is your advice to Richard?**

Attempt Any FOUR from the Remaining SIX Questions

Q2) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks

- a) Discuss the difference between domestic and international HRM.
- b) Who are global careerists?
- c) What is meant by reverse cultural shock?

Q3) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks

- a) “Virtual assignments give employees greater flexibility.” Do you agree with this statement? Justify.
- b) Who are PCNs?
- c) “An expatriate should be aware of cultural differences between his home country and host country.” Do you agree with this statement? Justify.

Q4) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks

- a) Discuss the advantages and disadvantages of the Balance Sheet Approach in international compensation management.
- b) Write a short note on : Hofstede’s Cultural Dimensions
- c) “International businesses need to evolve appropriate strategies to handle industrial relations.” Do you agree with this statement? Justify.

Q5) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks

- a) What are the components of pre-departure training?
- b) Discuss the advantages of having a polycentric HRM.
- c) What are the various variables that affect the performance of an expatriate?

Q6) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks

- a) “Short-term assignments cause work stress and family concerns.” Do you agree with this statement? Justify.
- b) “Trade union movement everywhere is at cross-roads.” Do you agree with this statement? Justify.
- c) Write a short note on - Expatriate Assignment Life Cycle

Q7) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks

- a) “Attitudes of senior management is an important variable that moderates difference between domestic and global HRM.” Do you agree with this statement? Justify.
- b) Write a short note on : ILO
- c) What is meant by Ethnocentric MNC?