

AT-1466

M.B.A. (Semester—IV) Examination

INTERNATIONAL H.R.M.

Paper—MBA/4306/OB

Time : Three Hours]

[Maximum Marks : 70

Note :— (1) Attempt **ALL** questions.

(2) Figures to the right indicate marks.

SECTION—A

1. (a) Explain nature and scope of international human resource management. 14

OR

- (b) Illustrate the barriers in global human resource management. 14

SECTION—B

2. (a) Elaborate the significance of protocols in international business operations and negotiations. 7

- (b) Executives from Kelly's Ketch-up believe that every bottle which comes out of the manufacturing plant must be with a genuine and unique quality. Consistence matters the most to Kelly's Ketch-up. Therefore every employee is provided a bonus for manufacturing zero defect products. In addition, an employee is given the right to stop the production process without any prior notice if he comes across the minutest defect. They believe that freedom to employees is a constructive parameter in an organization's culture. What kind of freedom may act as a catalyst and inject life in an organization ? Justify. 7

OR

- (c) What are various types of organizational cultures ? 7
- (d) 'Google' is well-known for its organizational culture in such a fabulous manner as if 'google' is synonymous with the word 'culture'. Perks, free meals, employee trips, financial bonuses, gyms, gardens, recreational facilities are the reasons behind this. But larger the organization becomes, more it has to reinvent. What are your suggestions in order to bring more work-life balances amongst Google's work-force ? 7

3. (a) What are various approaches to International Human Resource Management. 7
(b) A recent study of 'Amadori', one of McDonald's suppliers and one of the most leading and innovative company in Italy's agro-food sector concluded that higher the emotional intelligence of employees, better is employee engagement. And better the employee engagement, faster and more the organizational performance. Do you feel emotional intelligence and organizational performance are linked to each other ? Justify. 7

OR

- (c) What are various indicators of organizational performance ? Elaborate. 7
(d) Based in Seattle, U.S., Stephen has been managing a software development firm having its branches in Pune and Bangalore. Stephen is a highly experienced person and recruited Anurag two years before. Anurag is wonderful in programming. He knows every in and out of programming, is very enthusiastic and ambitious. Stephen sent him a mail regarding a project. Anurag noticed that there's mistake in content. He did not correct it and the work proceeded further. But Stephen got surprised because Anurag has not corrected his mistake nor did he communicate the same. Anurag may be afraid of Stephen as he is his boss. But if Stephen wants to be notified of his mistakes, in future, how should he proceed ? 7
4. (a) Illustrate various functions of international human resource management. 7
(b) 'Critical Incidence Technique' is an emerging way for mapping the competencies of an employee. This is a way to judge competency and performance on the basis of capability of an employee to react in a fine constructive manner in an adverse exceptional situation. Do you feel critical incidence technique is suitable in the area of International HRM ? Justify. 7

OR

- (c) How does recruitment and selection in the context of International HRM differ from domestic HRM ? 7
(d) Horizon Consultancy Services is a trustworthy name in software solutions. The firm is having its presence across eleven countries. Final year engineering students are ambitious to join Horizon considering career opportunities and growth prospects. But Horizon people feel that the freshers choose to work with them for around five years in the beginning, they get trained, learn in their core areas and then leave the organization, switch to a better prospect in terms of salary. James, CEO, Horizon says, "We feel like being used as stepping stones". He is trying to get rid of the problem. What are your suggestions to Horizon in this regard ? 7

SECTION—C

5. Brian was the chief financial officer at an International Telecommunications company 'Connect' in the U.K. He was a fine human being and good at work. He has noticed several times that the Managing Director was submitting expense claims without any receipts. When he focussed on the matter, it was noticed that some of the payments were of clothing stores and a lawyer whose services were not taken for the organization. Brian eventually discovered that his boss had improperly spent around 3,00,000 euros. When Brian complained this to board of directors, he was immediately suspended. When he unofficially enquired the matter, through his peers, he was told that there are a few more persons involved who belong to board of directors. This truth was underlined when Brian was finally fired out from 'Connect'. Taking aid of U.K.'s Whistle-blower protection law, Brian files a case in the court. The matter ended with a compensation to Brian and punishment to Managing Director. But Brian was harassed during those three months. Today, 'Connect' is promoting Whistle-blowing and so do other multinationals. There are many non-profit organizations which work for the same cause and help the good employees in revealing darker secrets. But there is a threat to such employees, even to their lives. That's the reason why common men fear Whistle-blowing. Governments across the globe are taking initiatives in this regard.
- (a) Analyze the case. 7
- (b) Comment on the ethical issues at 'Comment'. Give your views about the situation. 7

