

Japanese middle managers felt uncomfortable with the Swedish “open-door” policy, viewing it as a lack of respect for authority (Power Distance). Furthermore, the Swedish emphasis on collaborative decision-making clashed with the Japanese Uncertainty Avoidance and traditional seniority-based structures. Within six months, two key Swedish expatriates requested early repatriation, citing social isolation and an inability to “get things done.”

Questions :

- (i) Analyze the productivity drop using Hofstede’s Cultural Dimensions. Specifically, contrast the Masculinity/Femininity and Power Distance scores of Sweden and Japan. (9)
- (ii) Design a Pre-departure and In-country Training Program for the next wave of expatriates to mitigate these risks. (9)

(300)

[This question paper contains 4 printed pages.]

Your Roll No.....

Sr. No. of Question Paper : 6846

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Name of the Paper : International Human Resource Management

Name of the Course : **Bachelor of Management Studies**

Semester : IV / VIII

Duration : 3 Hours

Maximum Marks : 90

Instructions for Candidates

1. Write your Roll No. on the top immediately on receipt of this question paper.
 2. Answer any **five** questions.
 3. **All** questions carry equal marks (**18** marks each).
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1. “IHRM is not just HRM on a larger scale; it’s a complex evolution.” Critically analyze the differences between domestic and international HRM with suitable examples.

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2. Discuss Hofstede's Cultural Dimensions. How do these dimensions influence the HR policies of a Multinational Corporation (MNC) operating in diverse geographies?
3. A major Indian retail conglomerate is expanding its operations into South Africa and Brazil. The HR Director argues that since their domestic HR policies are "best-in-class," they should simply be scaled up for the new locations. Critically evaluate this "Human Resource Scaling" perspective. Using the EPRG Framework, identify which orientation this reflects and argue why a shift toward a Geocentric or Regiocentric approach might be necessary for a mature MNC. Use specific examples of labor laws or cultural nuances to support your argument.
4. What are the common causes of expatriate failure? Suggest a comprehensive selection and training program to minimize these risks.

5. A Silicon Valley tech firm is sending a Senior Software Architect to its new R&D center in Bangalore, India. Simultaneously, they are hiring a local Lead Developer in Bangalore. In light of this compare the Going Rate Approach and the Balance Sheet Approach. If you apply the Balance Sheet approach to the expat, how do you manage the "pay gap" and potential resentment from the local Lead Developer? Propose a hybrid compensation strategy that ensures equity without losing international talent.
6. **Case study : The Cultural Collision: Nexa-Gen's Expansion**

Nexa-Gen, a Swedish engineering firm known for its flat hierarchy, high "Femininity" score (focus on work-life balance)," and low "Power Distance," recently acquired a manufacturing plant in Japan. Following the acquisition, Nexa-Gen noticed a 30% drop in productivity.