Roll no. ______

Sl. No. : 7523

Unique Paper Code: 2923060037/2923060068

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 Marks

Instructions for Candidates

i. Write your Roll No. on the top immediately upon receipt of this question paper.
ii. Answer any **five** questions. All questions carry equal marks (**18 marks** each).

Q1. A Japanese automotive firm is opening a plant in Alabama, USA. The HR department has a limited budget and must choose between three training priorities: Cross-cultural Training for the Japanese engineers, Diversity Training for the local American hires, or Technical Training on the new robotic assembly line. Critically evaluate the strategic risks of neglecting any one of these three. If you had to sequence these programs over a six-month rollout to ensure the highest "Service Quality" and employee safety, what would your plan look like? Justify your prioritization.

Q2. Discuss various strategies to manage workforce diversity in a global organization. How can an MNC create an inclusive environment for a multicultural workforce?

Q3. What criteria should be used for the performance appraisal of international managers? Discuss the issues regarding "who" should perform the appraisal (Home vs. Host country manager).

Q4. Discuss the role of international trade secretariats and the challenges MNCs face in dealing with differing labor laws across borders.

Q5. An Assistant Professor in Management is consulting for a French firm (High Power Distance) that has just opened a subsidiary in Denmark (Low Power Distance). The French managers are frustrated because the Danish subordinates constantly "challenge" their directives, while the Danes feel the French leadership is "autocratic" and "unapproachable.". Using Hofstede's Power Distance dimension, propose a new Leadership Development Program that bridges this gap. How should the "Going Rate" approach to compensation be adjusted in these two locations to reflect local expectations of equity and status?

Q6. Case Study : *Read the following scenario and answer the questions below.*

The "Invisible" Return: The Crisis of the Star Expatriate

After a highly successful five-year stint as the Regional Director in Singapore, Vikram returns to the home office in Mumbai. During his time abroad, Vikram managed a $200M portfolio and a multicultural team of 50 people.

Upon his Repatriation, he finds that his old desk is gone, his former peers are now his superiors, and he is assigned to a "Special Projects" unit with no clear authority or direct reports. His Performance Appraisal is handled by a Home Country manager who hasn't spoken to him in three years and ignores his achievements in Singapore, focusing only on his "lack of local market knowledge." Within four months, Vikram is headhunted by a competitor and leaves the firm, taking his international client network with him.

Questions:

1. Analyze why Vikram's return resulted in "Repatriation Failure." What specific organizational steps were missed in the "beginning of the new crisis"? (9 Marks)
2. Retention Strategy: Design a Workforce Diversity & Inclusion policy that specifically treats "Returnees" as a diverse talent pool rather than just "returning locals." (9 Marks)