MANAGEMENT PROGRAMME

Term-End Examination

June, 2016

MS-29 : INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Time : 3 hours   *Maximum Marks : 100*

(Weightage 70%)

Note :   *(i)*   *There are two Sections : A and B.*

       (ii)   *Attempt any three questions from Section-A, each question carries 20 marks.*

       (iii)   *Section-B is compulsory and carries 40 marks.*

SECTION - A

1. What is International Human Resource Management ? Explain how is it different from Domestic Human Resource Management.

2. Briefly explain different strategies for managing workforce diversity to make organisations effective.

3. Discuss the issues related to expatriates performance appraisal and how to overcome them. Give examples.

4. In order to communicate effectively what are the barriers one has to understand and manage in Cross-Cultural environment ?

5. Write short notes on **any three** of the following :
   (a) Any two approaches in compensating expatriate employees.
   (b) Ethical Dilemmas MNCs face.
   (c) Organisational capability and Globalisation.
   (d) Developing international teams.
   (e) Competencies of a Global-Mindset.

SECTION - B

6. Read the following case carefully and answer the questions given at the end :

The luxury car company referred to in the previous Case Study was bought by a leading European car manufacturer which we will call People Motors. It became part of a transnational corporation with operations in many parts of the world. Local management was supported in terms of the development of new systems of work-place organisation and operations; although the nature of the car manufactured in the UK was of such a high value-added nature that the local management was able to convince their transnational headquarters of the different challenges facing the local operator. Suddenly, local management in Bartlett Motors found themselves a small player in a much larger pool of senior and international managers, regardless of the strength of their local brand worldwide. They were exposed to new systems of international management control and performance management systems.

At the same time the presence of a European Works Council and a Global Works Council meant that local trade unionists began to have access to a higher tier of negotiation and consultation. This provided them with

information that local management did not always obtain. What is more, with the concern with ecological and ethical pressures, a series of projects were developed worldwide which, involved key individuals from the UK factory Trade unionists began to engage explicitly with the agenda of CSR. The consequence of these developments was that there arose a new, albeit soft, system of regulation and consultation, which provided information and networks to local trade unionists. This was part of the new attempt to set common benchmarks and socially oriented standards of employment.

In some cases members of these councils were used as mediators and 'consultants of sorts' to deal with problems in People Motors production plants in Africa and Latin America. These trade unionists therefore became new players within the firm, linking up with external organisations including the ILO, international union bodies and international social organisations. Through these networks they lobbied for more regulation and negotiation within the wider structures of the MNC. The trade union representatives found themselves travelling throughout Europe, and the world, attending meetings and lobbying. The trade unionists referenced the increasing presence of international frameworks, corporate social responsibility declarations, codified labour standards and even the greater interest in ecological and sustainability issues within their repertoire of actions and narratives.

Roles within the workplace at Bartlett Motor Cars began to change as trade unionists began to engage with such international networks. Trade

union representatives faced increased pressure from competing claims on their time and resources in terms of balancing their traditional workplace responsibilities with their new international roles. By their nature such international networks could appear to be somewhat remote from daily experiences of the workplace, which created an additional source of tension for trade union representatives in terms of balancing their roles. This was countered by consciously sustaining a strong dialogue with the range of activists and members within the plant's union structures, and actively encouraging their involvement in these broader processes. The concern was that over the longer term such international developments would require greater resources and time if they were not to evolve at the expense of day to day local union activity.

Case questions :

(a) Are the new forms of activity by trade unionists soft or hard regulation ?

(b) What are the political influences on trade union activities in MNCs ? Is there any risk of such influence on control over local management by MNC headquarters ?

(c) What risks that trade unions face in terms of workers' participation in comparison to traditional role ? What can be done about this issue ?

(d) What kind of training and preparation is required to sustain and develop effective forms of dialogue and engagement between unions, workers and managers at various levels within these new types of international forums ?