MS-29

MANAGEMENT PROGRAMME (MP)

Term-End Examination

December, 2021

MS-29 : INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Time : 3 Hours   *Maximum Marks : 100*

Weightage : 70%

Note : *There are two Sections A and B. Attempt any*

three questions from Section A. Each

question carries 20 marks. Section B is

compulsory and carries 40 marks.

Section—A

1. Briefly explain the concept of culture from Global Perspective. Describe and discuss various strategies for managing diversity with relevant examples.

2. Describe and discuss the challenges for the effectiveness of International Performance Management System and how to overcome them. Give examples.

3. Discuss the barriers to cross-cultural communication and describe how they can be minimized, cite examples.

4. Explain intra-company ethical issues and the dilemmas being faced in International Business.

5. Write short notes on any *three* of the following :

    (a) International Employers Associations

    (b) Domestic *vs.* International HRM

    (c) Expatriates

    (d) Universalism in leadership

    (e) Transnational

Section—B

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

    People Motors 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 workplace organisation and operations; although the nature of the car manufactured in U. K. 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 U. K. 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 pat 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 :

(i)   Identify and enumerate the issues in this case.

(ii) 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 ?

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