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**MS-29**

**MANAGEMENT PROGRAMME (MP)**

**Term-End Examination**

**December, 2023**

**MS-29 : INTERNATIONAL HUMAN RESOURCE  
MANAGEMENT**

*Time : 3 Hours*

*Maximum Marks : 100*

*Weightage : 70 %*

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**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.*

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**Section–A**

1. “Given the major difference between the domestic and international environment, there will be number of challenges in implementing international performance management.” Discuss critically.

**P. T. O.**

2. Write with a critical view about the cross-cultural differences in leadership. What are the qualities required for a leader in international context and discuss universalism in leadership.
3. Who is an expatriate ? Describe the skills required to be successful expatriate. Discuss what cautions recruiters can adopt to avoid failures of an expatriate.
4. Discuss how diversified work force facilitate in contributing to the competitive advantage of the company.
5. Write short notes on any *three* of the following :
  - (a) Domestic *vs.* International HRM
  - (b) Characteristics of global mind-set
  - (c) Total reward system
  - (d) Ethical issues in international business.
  - (e) Franchising

### **Section-B**

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

John, a distribution manager for a U.S. kitchen appliance manufacturer, has recently been

assigned to work in Guadalajara, Mexico, at the regional manufacturing and distributions operation. His boss, regional manager Jack, also located in Guadalajara, is Mexican, as are most of his peers and all of his subordinates. John has been in Guadalajara for only a few months but already has major concerns. He remembers that upon his arrival he was very excited and optimistic about his working opportunity in Mexico, feeling like he could have taken on the world and won. Now John wonders if he can have any success at all. John came to Mexico feeling confident that the management style that brought him so much success in the United States would propel him to similar high performance in Mexico. He was a problem solver and loved to dive in and attack problems openly and directly. Also, based on his past success with work groups in the United States, he reasoned that by involving all Mexican sales staff in the process of determining how to best sell their kitchen

appliances, the company could attain double-digit growth easily. Certainly the local sales staff would be in the best position to know how to grow the business in their respective sales districts. Therefore, in the first meeting with his sales staff, rather than telling them what he thought needed to be done, he posed the question to the group for open discussion. Only then did John realize how quiet his Mexican employees could be. After some time, John felt he needed to jump-start the discussion and tossed out his idea of using more billboard advertising. The group suddenly came alive and enthusiastically supported the idea as a fine one. Then the deafening silence returned once more. This process repeated itself few more times until John decided to terminate the meeting, and he slunk away to his office in frustration. How unfortunate he felt to be stuck in his assignment with a bunch of lazy employees with no initiative, or who were incompetent and unable to make useful

suggestions, or both ! But Jim's employees were not his only worry. His boss, Jack, seemed to be cold and brusque with him lately – certainly not the warm, hospitable person he remembers in their first interactions. May be this change in Jack's demeanor began a few weeks ago at a regional management team meeting, where John teased (out of actual feelings of frustration in not getting started on time) other Mexican managers for arriving 10 to 15 minutes late. Or perhaps he was correct in sensing a bit of tension in that meeting, conducted by Jack as the senior manager, when John brought up several ideas for improving the various functional areas (including those not directly in his own team) of the regional operations in Mexico – ideas that he knew worked well in the United States. Despite making what he thought were insightful suggestions time after time in subsequent meetings, Jim's relationship with his boss seemed to grow colder. John began fearing the company's Mexican operations were

doomed due to failure in a culture where indolence, incompetence, and bureaucracy prevailed. But as he monitored actual performance of the operation, he was amazed that this part of the company was showing strong profits and growth. John thought that perhaps there was something wrong with him, that he was not cut out for an international assignment after all. John saw his two or three year assignment in Mexico stretching before him as an eternity of potential failure. Worse yet, he wondered how his impending failure with this important international assignment might damage his future opportunities with the firm.

*Questions :*

- (a) Identify the core issues in the case.
- (b) What would you have done to improve the situation ?
- (c) What are the cultural factors which are most influential in this case ?