

**MANAGEMENT PROGRAMME  
(MP)**

**Term-End Examination**

**June, 2023**

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

*Time : 3 Hours*

*Maximum Marks : 100*

*(Weightage 70%)*

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**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.*

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**Section–A**

1. Briefly discuss and describe the qualities of a leader to be successful in global settings. What are the cross-cultural issues in motivation and how it can be improved ?
2. What is organizational capability and explain it from global perspective. Briefly explain the role

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of International HR professionals in building centres of excellence.

3. Explain the challenges being faced in building effective International Performance Management and what criteria should be used for evaluation.
4. Briefly explain the components of effective pre-departure training programmes and the characteristics required for a global mindset.
5. Write short notes on any *three* of the following :
  - (a) Cultural shock
  - (b) Polycentric approach
  - (c) Expatriate
  - (d) Talent management
  - (e) Premerger considerations

### **Section–B**

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

Radhakrishnan (Rah) J. is desperately trying to call his travel agent for booking Chicago-Mumbai ticket on the earliest possible flight. Last three days had been very terrific for him at Grayslake, as his first international assignment. Though Radha had been dreaming for a foreign assignment since last 23 years, but

after this bitter experience of three days, a sense of great devotion and patriotism suddenly arose in him and he wanted to reach Mumbai as early as possible.

Radha was a favourite of all at 'Kegan' head quarters, Mumbai and his colleagues liked his politeness. All important and urgent works were assigned to Radha as his superiors were confident that he would finish the work on time. Subordinates found him an extremely co-operative and down to earth person who believed in walking together and helping than leading or directing. Examples of Radha's dedication for company were always cited by senior officials to junior employees. He joined Kegan immediately after completing his MCA and within 20 years he got six promotions and became General Manager. Last month Kegan thought of expanding internationally, and no one was found better than Radha. Radha was entrusted first international operation of the company at Chicago. He was to be assisted by a team of four experts—Mr. John Odombe from Nigeria, Ms. Nancy Smith from USA, Ms. Mitsu Sue from Japan and Mr. Adolf Becker from Germany. All four were selected by Kegan on the basis of their qualifications and experience

in related field. All of them had joined a week back and Radha was to join them after a week. Radha accepted the offer gladly and reached to Chicago airport by the earliest available flight. To his utter dismay none of his subordinates were present to receive him on the airport even though he had given prior intimation. Quite discouraged, he took a taxi to the office, even after reaching his office none of them came to meet him in the cabin for welcoming and paying regards. Radha could by now understand that his foreigner subordinates were not ready to accept Indian boss. An unknown fear engrossed him and his confidence shook, not clearly knowing further strategy. Sitting in his chair he was thinking about the situation when Nancy barged inside the room for the first time. Yelling a loud 'Hello' she hugged Radha. Radha was taken aback and still in the friendly hug of Nancy he did not know what to do ? Radha quite confused and nearly fainting by the strong fragrance of Nancy's perfume was response trying to calm himself. Nancy, on cold of Radha was quite disappointed and took him to be a discourteous and ill-mannered person. She left the room immediately without speaking anything.

Becker was the second shock for him after Nancy. He came inside the room without even knocking or taking permission and soon after with a powerful handshake started advising as to how Radha should perform in the office ? He called Radha by his first name without adding 'Sir' or any other word showing disrespect. He found him very harsh and rude. Radha failed to understand who was the boss ? Becker or himself, because Becker had given him a strong dose of what to do and how to do ? When in turn Radha told Becker about office protocols, he said, "Better you mind your work, I can handle situations if they arose". Trying to massage his right palm which Becker's hand nearly crushed while shaking hands Radha was still trying to analyse what was going wrong. By this time he realized that he was not in India and things had to be dealt in a different manner, overseas. He composed himself and after a while called for Ms. Mitsu Sue. He was fully prepared to greet Ms. Sue. As soon as she entered his cabin without wasting a single minute he rose from his chair, came very near to Ms. Sue hugged her. He had learnt all this a short while ago confronting Nancy. A loud noise of a slap came, and Radha with a jerk, left Sue free. She

alleged Radha for physical and emotional assault and fled outside Radha's cabin. Radha got his third international shock and by this time he was half mad, not knowing what was going wrong ?

Radha called John Odombe to discuss these happening after recouping from the incidents. He found John to be drunk during office hours and on sharing his bad experience John suggested Radha to be away from any controversy and do only those works which are extremely necessary. He found John Odombe to have an attitude. First day was extremely discouraging for Radha, he felt he was at wrong place. Restoring his confidence Radha on the second day called Sue and asked her to take a final decision on the product launch of the company. Sue, though had a long and rich experience, declined to give her final opinion on the matter. She said, "All matters should be discussed in a meeting and decisions should be collective." Radha informed her that this matter was under her sole jurisdiction and she was authorized to take a decision but Sue did not agree with him and asked for a meeting. Under force Radha agreed to call a meeting after lunch.

All four of them along with Radha had a healthy discussion and soon the matter of product launch was finalized. Trying to take the advantage of meeting Radha introduced on one more issue of management information system formats which was taken care of by Nancy. Within no time Nancy rose and with a very loud voice took a strong objection. She said, "MIS is my area, do not intrude in my affairs. Refrain from it as I am competent enough. You would get the complete work by tomorrow and whatever I suggest is final." Radha took the issue back and ended the meeting. He was unable to understand that why on the one hand one lady wanted to discuss the issue in meeting while the other did not. The second day was also not pleasant for Radha.

On the third day, Radha thought it is better to work closely with male employee and he called Odombe and Becker to discuss various plans to be executed in the current year. In a long discussion of two hours John confirmed his previous attitude of disinterest in all matters. He did not give his opinion on any issue and was trying to shirk off the responsibilities. On the other hand, Becker left no opportunity to

override Radha and wanted to steal the entire show and dominate. All the wisdom that Radha collected in the past, failed. Radha became nervous, he thought he was not made for international operations as he was not able to understand people, their behaviours, or incidents. He finally thought of returning to his home land.

*Questions :*

- (a) Does organizational behaviour change cross borders ?
- (b) What went wrong when he met Nancy for the first time ? Why did Nancy feel that Radha gave a cold and indifferent response to her ?
- (c) What would you suggest to Radha ?