



**Institute of Management
JK Lakshmipat University
Jaipur
END TERM EXAMINATION-2015**



**MBA Sem-IV
MM: 50 Marks**

Course: International Human Resources Management

Time: 3 Hours

Subject code: MBAHR04

Instructions:

1. Attempt any three questions from Section A of 10 marks each.
2. Section B is compulsory of 20 marks.

Section A

1. "One of the dangers of performance appraisal is that, because the focus is so much on a particular individual, the teamwork aspect gets lost. In an international location, it is perhaps desirable to focus more on how the PCN has settled in and is operating as a part of team". Do you agree with this statement? Why?
2. What are the key components and HR manager needs to assure for an effective pre-departure training programme. What are the challenges faced in training expatriate manager?
3. What is social dumping and why should unions be concerned about it. In what ways union can constrain the strategic choice of the multinationals?
4. What contributes to the poaching of subsidiary employees? What steps can be taken to try and retain key employees?
5. Why is performance appraisal important for international firms? Discuss the major factors associated with appraisal of expatriate managerial performance.
6. Why do expats failures occur? You are asked to draft a repatriation programme. How do you go about it

Section B

Caselet-1

Mr Kuhal Kashyap is from corporate headquarters of Swedish firm having operations in 21 countries across the globe. As a member of the HR department, he is responsible for managing international assignments. Mr. Kashyap is to present a 15 minutes summary of the key aspects

of the expatriate selection to a regional meeting of subsidiary managers, none of whom have any experience in HR or in selecting expatriate. The corporate objective is to use intra-regional international assignments for cross-border project teamwork between their various operations within the region.

Questions

- a) What aspect of expatriate selection should Mr. Tinu highlight in his presentation (5marks)
- b) Should Mr. Tinu be concerned about expatriate failure? If so, why? (5 marks)

Caselet-2

Brunt Hotels, owns more than 60 hotels throughout the United Kingdom. They recently acquired a small hotel chain headquartered in France. Brunt's chief executive decided that half of the new hotels in France would be retained and rebranded as part of the Brunt Hotels Group; the other half will be sold. This will support Brunt's strategic objective of growing the organization slowly to make sure that new ventures are well supported and opened on time and on budget. Brunt's hotels are considered budget accommodations; they are functional, clean and reasonably priced. Most guests stay for one to three nights and are a combination of business and leisure travelers. The hotels are typically situated in downtown locations that are easily accessible by mass transit. Tourists are attracted to these hotels in popular visitor destinations where the many local attractions mean that they will not be spending much time in their hotel rooms. The organization has decided to use an ethnocentric approach and send some of their existing UK-based managers to France to lead the changeover of the new hotels and then manage them after they re-open. If this new overseas venture is successful, Brunt may decide to acquire other small hotel groups in other European countries. The organization would like to own 150 hotels in the next five years. Their 10-year plan is to own 300 hotels across Europe. This is an ambitious target, so it is important that the organization finds an effective formula to operate successfully in other countries. Brunt management decided that because this is their first venture into a country outside the UK, they want to use PCNs to set up the new hotels and that only internal candidates should be considered. They think that this is important so they can incorporate the organization's values. However, they believe that once the hotels are up and running, HCNs could be hired. The management vacancies must be filled as soon as possible.

In their company literature, the organization states that their core values are to:
Provide excellent levels of customer service to all guests.

- Provide a clean and comfortable environment for guests and staff.
- Recruit and retain excellent staff.

- Support and develop staff so they can reach their full potential.
- Continuously strive to improve all aspects of the business.
- Ensure that all hotel buildings, fixtures and fittings are well-maintained in a proactive manner. It is important that the management consultants for this project take these core values into account when making their recommendations.

Questions

1. The hotel management asked you if they should look only at internal candidates who are parent country nationals (PCNs) or recruit host country nationals (HCNs). Justify your answer? (5 marks)
2. Write a recruitment advertisement for the new positions which can be sent to existing managers by e-mail. Your advertisement should include, at a minimum, the following information:
 - Main responsibilities of the new job.
 - The skills you are looking for in the position. (5 marks)

