



OP – 262

IV Semester M.B.A. Degree Examination, November 2022  
(CBCS – 2014-15 and Onwards)  
MANAGEMENT

Paper – 4.4.2 : International Human Resource Management



Time : 3 Hours

Max. Marks : 70

SECTION – A

Answer **any five** questions, **each** carries **5** marks.

(5×5=25)

1. Define International Compensation.
2. Define TCN, PCN, and HCN.
3. How is Tax calculation done in IHRM ?
4. What are the different types of Virtual Organisations ?
5. What are the ethics to be followed IHRM ?
6. How does TQHRM influence IHRM ?
7. Why is conflict management important in IHRM ?

SECTION – B

Answer **any three** questions, **each** carries **10** marks.

(3×10=30)

8. How is Virtual Hiring better than Traditional Hiring process ?
9. What is the Japan method of IHRM ?
10. Describe the significance of International Education in International HRM.
11. Explain the process of knowledge management in IHRM. Give relevant example.

P.T.O.



## SECTION – C

**Compulsory Question.****(1×15=15)**

## 12. Case Study :

Adam was an HR professional who had just graduated from college. He was asked to oversee the organization's orientation programme during his first month on the job. Being a novice, he carefully followed the procedures. Roy only recently joined the company, thus Adam had to orient Roy. Adam took Roy around the company on his first day of work to acquaint him with the other employees. Unfortunately, Adam was unable to arrange a formal introduction for Roy to meet with his mentor because Roy's designated mentor was not present. Roy was informed by Adam during the HR briefing in the afternoon that there is a buddy system in place, but it is only available to those who choose to participate. Roy asked to select a friend. Roy's request caught Adam off guard because, according to Jean, Adam's manager, no one else in the company had ever asked for a buddy.

As a result, Adam asked Jean about the requirements for finding Roy a friend. According to her, Adam learned that the buddy should preferably come from Roy's department. Adam was intended to acquire Roy a buddy after clarifying the requirements, but due to his hectic schedule he was also involved in other HR issues, he apparently forgot about this and did not act on Roy's request right once.

One week later, Roy and Adam had lunch together. Adam introduced himself to Roy and asked him informally how he was doing and whether he was adjusting well to his new position. Roy brazenly and aggressively questioned Adam, "Where is your buddy ?". Inadvertently telling Roy that he thought Roy was making fun of the request for a buddy at that same moment because he did not want to admit to Roy that he had obviously forgotten about the whole thing. Adam accidentally remembered the existence of the request at that precise moment. Infuriated by Adam's response, Roy reprimanded him, saying that it was Adam's duty to find a friend and that he was extremely serious about doing so.



Adam apologised right once and made a vow to find him a friend because he was obviously humiliated and terrible about his error. Sam was found for Roy that same day as a friend. When Roy was able to have a formal meeting with his mentor, he was extremely upset with Adam and confronted him along with his friend. Roy was informed by Adam that the organisation does not currently have a procedure in place for meet-up sessions to be set up between mentors and mentees, instead, it is customary for mentees to take the initiative to set up meetings with their mentors. Adam also informed Roy that his mentor is currently out of town and won't be returning until the following day. Adam, who was also a new employee at the time, was commenting from both personal experience and what Jean had told him. Sam, who was in attendance, concurred and assisted Roy in understanding the procedure. Adam naively assumed that Roy had understood the organisational practise since Roy remained silent. As a result, Adam stopped asking Roy about this issue.

The following day, Adam was invited to attend Roy's manager's feedback meeting as part of the orientation programme. Roy brought up the fact that Adam failed to find him a friend right away and that he was never even introduced to his mentor. He expressed his displeasure with Adam because he believed that he was not performing his duties at all and he bemoaned the terrible management of the HR mentor and buddy system and that it was completely ineffective. Adam made an effort to explain what had happened to Roy and his manager. He also told Roy that he would consider his suggestions for improving the system and expressed regret for the incident. He informed Roy's boss that he would take Roy to visit his mentor after the meeting as the mentor had been out of the office for the previous week.

In front of his manager, Roy continued berating Adam since he was still not happy with him.

Questions :

- a) From an HR practitioner point of view, what should Adam do to resolve the issue ?
  - b) Roy is very unhappy with Adam and holds it against him even though all has been done and followed up. What should Adam as HR do to resolve this and should Jean, as Adam's manager do something ?
  - c) What role does Roy's manager play in this issue and should he be implicated ?
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