

EASTERN UNIVERSITY, SRI LANKA

FACULTY OF COMMERCE AND MANAGEMENT

**Final Year First Semester Examination in Bachelor of Business Administration Hons in
Human Resource Management – 2021/2022 (Feb 2024) (Proper/Repeat)**

HRM 4123 International Human Resource Management

Answer all 5 questions

Allocated Time: 03 hours

1. Read the following case study and answer the questions below:

Going Home - USA

Back home and yet Katrina had felt more like she had just left. It had been six long years and India had proved to be more to her. She prepared herself for the first international assignment out of the USA six years ago. A technical trainer by profession and she had worked for a leading medical transcription company for 4 years before the international assignment. The Pre- departure training involved personal readings and browsing of India and Indian cultural differences and the Indian customs.

When she back to USA she remembered the first week in Mysore, exploring the city, unfamiliar with the local language and figuring out what were appropriate questions one could ask in an interview. She found that the Indian team is very helpful and supportive. The task was very easy as she assumed. The Indian team was eager to help and assist and even do things for her. Self-learning sessions are replaced with the classrooms and well supervised training sessions, with detailed time schedule to ensure that the employees climb the learning curve faster.

A year into the assignment, she married Rob her fiancée of 12 years, her college mate who was himself a globe-trotting sales executive for an oil company based out of the UAE. Katrina was pregnant and was excited to have a baby in India. Andrew was raised in a Montessori school and an English-speaking baby sitter take care of him.

Katrina had trained a team of 5 trainers. After 3 years of stay in India, she was asked to stay for another 3 years and train more people. India operations were booming and the Indian BPO was making huge profits, Katrina never wanted to miss this huge event. It worked out perfectly both personally and professionally. However, when her second term came to an end and there was no further scope for the extension of assignment as the Indian team was self-sufficient, it was with mixed feeling that Katrina accepted the transfer letter back to USA headquarters. Katrina figured out that there was already a new Training director there. After joining the US office Katrina felt out of place and wasn't happy to join back the same

team and office. She felt ignored and irrelevant to the team back at US. She was not given any assignment and no tasks were given, she was not asked what she was doing and to tell her what she was expected to do. Even Andrew was not feeling good after coming back home, at the day care centre, his friends would laugh at his strange accent of English. This all added up to Katrina's misery. Rob used to call her daily from his busy schedule because he was in the middle of a huge oil contract, which was important for his promotion.

Katrina was under a huge stress as she had some issues in office and she could even sense the problems of Andrew. Rob was also not there to support her, so she used to cry after Andrew went to bed. This will help her to manage the stress. Rob's parents moved in and asked Katrina to let Andrew go with them, so that she could focus on her carrier and they can take care of Andrew for a while. Rob's father suggests Katrina to look for a new job as the skill set, she had was a premium one and many companies were looking for such employees who had international exposure specially from some developing country. Katrina felt really bad in moving away from the company, as she has been with this company from last 10 years and she felt connected with the company. She did not want the efforts of six years to be cast away into some file and forgotten, she wanted to make a difference, wanted to contribute to help the company grow. Why was it feeling different now? Who should she approach for help? What should she do with Andrew? What can she share and expect from Rob given his job? These questions kept her awake that night.

- a) In the case study, which part/s of the repatriation process were missing in relocating Katrina back to US and discuss the key issues you noticed. **(04 Marks)**
- b) *Rob's father suggests "Katrina to look for a new job as the skill set, she had was a premium one and many companies were looking for such employees".*
Do you agree with his statement? Justify whether repatriates are an advantage to the multi-national companies in the competitive market. **(04 Marks)**
- c) Propose a course of action that would help Katrina to cope up with her personal and professional problems. **(06 Marks)**
- d) Conducting "repatriation programme" would be an excellent strategy in managing the repatriates. Design a typical repatriation programme including the relevant content to help returnees. **(06 Marks)**

(Total 20 Marks)

2.

- a) Compare and contrast International Human Resource Management (IHRM) with Domestic Human Resource Management and briefly explain the striking differences than similarities. **(04 Marks)**
- b) The management of Crisco Co. plans to open up a subsidiary in Malaysia and strongly believes to adapt the geocentric approach as their staffing orientation. Because, the CEO of the company stated that in geocentric approach “recruitment and selection take place worldwide, whereby the most competent employees can be identified”. Critique the validity of the statement. **(06 Marks)**
- c) Propose possible strategies an IHR manager could use to personally prepare an expatriate for an international assignment. **(04 Marks)**
- d) Briefly explain “Multiculturalism” at multi-national corporations with a suitable example and examine the competencies required for an IHR manager to be culturally competent. **(06 Marks)**
- (Total 20 Marks)**

3.

- a) *“Training bridges the gap between the capabilities of the individual and the responsibilities of the job that is being hired for”.*
Sketch the Tung’s framework and relate five categories of training which can be imparted to expatriates in the multinational companies. **(08 Marks)**
- b) Analyse and argue on advantages and disadvantages of e-learning in training for international requirements. **(04 Marks)**
- c) Thanish, the International HR of IT Cos. identified that the performance of an expatriate depends on several variables. Assess how headquarters and host environment affect the performance of an expatriate. **(04 Marks)**
- d) Examine any four constraints compounded in assessment of the performance of a subsidiary in international context. **(04 Marks)**
- (Total 20 Marks)**

4.

- a) Compare and contrast “Functional structure” from “Product structure” in the organizational context of IHRM with examples. **(04 Marks)**

- b) *“Expatriates need not to be males always. But traditionally, expatriation has been a male bastion”.*

Comment on the above statement. Highlight the reasons that account for minimal presence of females in foreign assignment. **(04 Marks)**

- c) *“Managing ethics matters to employees, stakeholders and public.”*

Briefly explain the term “ethics” and defend why do ethics matter in international business. **(06 Marks)**

- d) Highlight the role of IHR manager in ensuring ethical behaviour and social actors.

(06 Marks)

(Total 20 Marks)

5.

- a) *The philosophy of an organization’s performance management system is shaped by the strategic orientation of the business unit.*

Contemplate the four categories of organizational strategy and discuss how it is connected with performance management system. **(04 Marks)**

- b) *“Allowances” are an inevitable feature of international compensation.*

Design an attractive allowances package for an expatriate who work for a hotel management position in a multi-national company. Explain the rationale for your design. **(06 Marks)**

- c) Highlight the key issues associated with the “benefit programme” in international compensation packages. **(04 Marks)**

- d) *“The actual compensation paid to an expatriate is determined by several internal forces in the multi-national companies”.*

Comment on the above statement.

(06 Marks)

(Total 20 Marks)