

Roll No.

Total No. of Pages : 02

Total No. of Questions : 15

MBA (2016 to 2019) (Sem.-4)
INTERNATIONAL HUMAN RESOURCE MANAGEMENT
Subject Code : MBA-967
M.Code : 71396

Time : 3 Hrs.

Max. Marks : 60

INSTRUCTIONS TO CANDIDATES :

1. **SECTION-A** contains **SIX** questions carrying **FIVE** marks each and students have to attempt any **FOUR** questions.
2. **SECTION-B** consists of **FOUR** Subsections : Units-I, II, III & IV. Each Subsection contains **TWO** questions each carrying **EIGHT** marks each and student has to attempt any **ONE** question from each Subsection.
3. **SECTION-C** is **COMPULSORY** and consist of **ONE** Case Study carrying **EIGHT** marks.

SECTION-A

- 1) What is culture?
- 2) What is the significance of culture for international management?
- 3) What is cross-cultural training?
- 4) What is ethical relativity?
- 5) What is expatriation?
- 6) What are MNCs?

SECTION-B

UNIT-I

- 7) Discuss the impact of cross culture on organisations.
- 8) Critically examine the assumptions and findings of Hofstede's cross cultural study.

UNIT-II

- 9) Discuss the factors affecting shifts in national culture.
- 10) Explain the influence of culture on people's response to change.

UNIT-III

- 11) How the recruitment and selection of international managers differ from that of local managers? Explain.
- 12) Explain cross-cultural negotiation process with the help of an illustration.

UNIT-IV

- 13) What are the ethical issues in international human resource management? Explain with the help of examples.
- 14) Discuss culture management practices in organisations in India and Japan.

SECTION-C

- 15) **Read the following case and answer the questions given below :**

A Japanese company's recent attempt to lay off one of its workers provides an example of the ethical issues of such an action in another culture. Japanese "companies" have traditionally offered lifetime employment and have set the example of employment security practices throughout the world. However, many Japanese companies have bloated work force, and lifetime employment has somewhat eroded, even though layoffs are opposed by Japanese culture and restricted by law. As a result some companies have attempted to get some of their lower performing employees to quit.

Sega Enterprises Ltd., the producer of video games, wanted to lay off Toshiyuki Sakai, one of its employees in Tokyo. Sega proceeded to inform Sakai that his performance was substandard and offered him a severance package. He refused to quit and rejected the package. The following account of the company's treatment of Sakai after he turned down the company's severance offer raises some important ethical concerns.

Three days later, Sega told Sakai to take home all personal belongings, turn in all company property, and report to an office dubbed the "Pasona Room", after the English word personnel. He arrived to find the room empty, except for a desk, three chairs, a bare locker and a telephone that couldn't make outside calls. Sakai was given no work to perform and allowed no diversions. He was being laid off, Japanese style, "*I'm not going to be able to hold out for a day of this*", Sakai recalls thinking. Months later, however, he was still clocking 40 hours a week there. Sakai had written orders to stay in the room every day from precisely 8.30 am to 5.15 p.m. In late April, Sega announced a plan to cut its work force by one-quarter. By June, 750 employees had accepted severance packages. Sakai claims that Sega used the Pasona Room to frighten others into taking its buyout offers, "*Everyone's afraid they might be the next to be thrown into solitary confinement*", he says.

Questions :

- a. Identify the problem in the above case.
- b. Suggest some measures to deal with the problem in this case.

NOTE : Disclosure of Identity by writing Mobile No. or Making of passing request on any page of Answer Sheet will lead to UMC against the Student.