

[Time: 03.00 Hrs]

[ Marks:60 ]

Please check whether you have got the right question paper.

- N.B:
1. Q.1 is compulsory and carries 20 Marks.
  2. Attempt any four questions from Q.2, Q.3, Q.4, Q.5, Q6 and Q7. Each of these questions carry 10 Marks.
  3. Figures to the right indicate full marks.

**Q.1 (A) Solve the below given Case Study:**

(20)

Suntech Limited is a fast growing software company in India. It defines, designs and delivers technology-enabled business solutions to its clients. It has a global presence through strategic alliance with leading technology providers located in different parts of the world. The company has 15,000 employees, of which 3200 are expatriates on an international assignment at any point of time. It has an international HR division as part of the well-developed HR department to prepare, expatriate and repatriate the employees linked to foreign assignments.

The HR department of this company is managed by Mr. Kumar, director (HR). The International Human Resource (IHR) division, headed by AGM (IHR) Mr. Patel, is responsible for identifying, training, orienting and compensating the expatriate employees. It is also responsible for evaluating the performance of the expatriate on overseas missions. The international division of this company faces a few specific problems like high employee attrition among expatriates and a high cost of maintaining them on international assignments. An employee satisfaction survey conducted among the expatriates revealed employee dissatisfaction over performance evaluation and pay differences. Some of the expatriates complained that the IHR division was ignoring the dissimilarity in the expatriate assignments and foreign situation while evaluating the performance of the expatriate employees in the same positions posted to different countries.

Another major problem associated with the expatriate assignment is the high cost of maintaining expatriates on overseas jobs.. The management sought the view of the HR department about the expatriate problems and instructed it to develop strategies to solve them. The HR department forwarded the letter to the IHR division for its views and responses. Mr. Patel, in his reply, defended both the performance evaluation system for expatriates and the practice of deputing parent-country employees. Regarding performance evaluation, he maintained that a cross-section of the employees, including expatriates, was consulted while designing the international performance standards and evaluation techniques. Thus, the international performance management system was objective and comprehensive. As regards, the high cost associated with the expatriate employees, he wanted the present system to continue in the future despite managerial vacancies. According to him, the expatriate system enabled the company to have a better and direct control over the foreign branches. When his response was placed before the management, there was a sense of disappointment among the top managers. This was because the response from IHR division was without any concrete solution.

**Answer the following questions based on the above information**

Q1. According to you how should Mr. Patel have tackled the problems forwarded to him?

Q2. What should the management do now to address the problems of high attrition and cost in international operations?

**Q.2 Any two from (a) or (b) or (c): (10)**

- (A) What is the difference between domestic and international HRM?
- (B) Explain employee relations.
- (C) Describe the selection, evaluation and coaching of international employees.

**Q.3 Any two from (a) or (b) or (c): (10)**

- (A) What are the types of employees in a global organization?
- (B) What are the objectives of an employee reward system?
- (C) Describe few components of an international training program.

**Q.4 Any two from (a) or (b) or (c): (10)**

- (A) Explain the EPRG model of International Business
- (B) What is a trade union? What are its objectives?
- (C) List out some objectives of International Labour Organisation.

**Q.5 Any two from (a) or (b) or (c): (10)**

- (A) Why do organisations expand internationally?
- (B) What is international compensation and benefits?
- (C) Explain the concept of Regional Integration.

**Q.6 Any two from (a) or (b) or (c): (10)**

- (A) What does an organization train expatriates?
- (B) Explain the process of repatriation.
- (C) What is culture shock?

**Q.7**      **Any two from (a) or (b) or (c):**      **(10)**

- (A) What is the difference between organization climate and organization culture?
- (B) Write short notes on: (i) International Labour Law      (ii) Employment law in India.
- (C) Enlist some policies and practices of multi-national companies.