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INSTITUTE OF MANAGEMENT
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JAIPURIA INSTITUTE OF MANAGEMENT, NOIDA
PGDM / PGDM (M) / PGDM (SM)
SIXTH TRIMESTER (Batch 2016-18)
END TERM EXAMINATION, APRIL-2018

Course Name	**International Human Resource Management**	Course Code	**HR 602**
Max. Time	**2 hours**	Max. Marks	**40**

INSTRUCTIONS:

1. Define the process of repatriation. Evaluate the challenges faced by an individual and organization during the repatriation process.   **(8)**

2. Describe the main characteristics of the four approaches to international staffing practices. Give examples of a few companies who have adopted these approaches.   **(8)**

3. Explain the meaning of cultural orientation of international business? Illustrate the characteristics of Hofestede's cultural dimensions and its relevance in study of business culture.   **(12)**

4. **Case Study**   **(12)**

Rajesh Software Limited is a fast growing 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. In fact, it conducts its global operations through its 22 overseas offices located in countries like the USA, UK, Australia, China, Poland, South Africa, the Philippines and Argentina.

The company has 15000 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 Pranav Kumar, director (HR). The International HR division, headed by AGM (IHR) Mr. Srinivas 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 operations, it has spent a considerable amount of time and resources to develop a global HR system. Yet the international division of this company faces a few specific problems like high employee attrition among expatriates and 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 expatriate 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. As such the international performance management tools have failed to recognize the country-or-region-specific difficulties in job performance.

Another major problem associated with the expatriate assignment is the high cost of maintaining expatriates on overseas jobs. Rajesh Software estimated that the cost of using expatriates sent from the parent company is usually far greater than the cost of using local employees. The management also felt that the expatriates often over-emphasized short-term results rather than the necessary long-term results since they were aware that would be working in the foreign assignment only for a few years.

The management sought the view of the HR department about the expatriate problems and instructed it to develop strategies to surmount them. The HR department forwarded the letter to 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 enables 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 devoid of any concrete solution. Understandably, the management was seriously pondering its next move.

1. Present your opinion on the response of the IHR division to the queries raised by the management.
2. Had you been the AGM of the IHR division of Rajesh Software, how would you have handled the whole situation?