

Jamia Hamdard
School of Management and Business Studies
Department of Management **Roll No...**
Odd Semester Examination - January 2024
MBA- Semester III
MBA-IB-04/ International Human Resource Management

Duration: 3 Hour

Max.Marks -60

(12X5=60)

Note: Attempt any Five Questions, All questions carry equal marks

Q1: "The recruitment process changes with the internationalization of the firm". Explain the international recruitment and the different stages of internationalization. (12)

Q2: Explain the following:

- Factors affecting Expatriate work Performance (6)
- Cost of Expatriate Failure (6)

Q3: Elaborate upon the two main approaches to International Compensation. Compare between "Going Rate Approach" and "Balance Sheet Approach." (12)

Q4: Briefly discuss the role of Expatriate training. Outline the requirements for and differences in low rigour, mid rigour and high rigour training. (12)

Q5: Give reasons for choosing an ethnocentric staffing policy. Discuss each one of the reasons. (12)

Q6: What do you understand by Caux Roundtable Principles for business conduct? Explain the importance of Universal Ethical Principles in the context of international HRM. (12)

Q7: Elucidate upon the term "Cultural Shock". Discuss the cultural shock pyramid. Outline the different stages of cultural shock. (12)

Q8: IKEA: Managing Cultural Difference IKEA began its operation with inside the 1950s. There has been subsequent internalization. However, IKEA has constantly had a hassle preserving its 'Swedishness' as an aggressive gain while concurrently adopting distinct countrywide cultures wherein it operates. Over the last 25 years, IKEA has become a worldwide participant, which is pretty uncommon within the fixtures distribution enterprise that stays most effective countrywide. It is a long time participant throughout Europe and North America. It has additionally taken over its rival in UK and France. It has a massive percentage

in Germany, Sweden, and France. The achievement of IKEA turning into a marketplace chief boil down to its enterprise philosophy of imparting inexpensive excellent, first-class fixtures without delays in supply. Co-workers are endorsed to take the initiative, error making is visible as a way of learning, and suitable hassle fixing is endorsed. Decision-making through consensus is appropriately embedded in control practices. Managers anticipate sharing their information, knowledge, and abilities with their subordinates. Employees are considered essential and endorsed to sense answerable for enhancing operating procedures. HRM exercise displays the Swedish subculture that humans like to take part in the decision-making to be reputable and tackle responsibility. Personnel recruitment is primarily based on excellent verbal exchange abilities, open minds, a high-quality painting attitude, and excellent capacity while not having formal qualifications. Swedish managers are anticipated to be envoys for the organization and the United States of America and train non-Swedish co-employees in the IKEA way. This proved highly smooth with inside the Netherlands; however now no longer in Germany and France. In the US, older employees are comfier with Swedish managers than American managers. Young American managers lack the egalitarian spirit toward their co-employees. Although there may be professional development inside the shop for nonSwedish managers however isn't always so within the figure company, headquarters at Almhult. In this far-off region, the most effective Swedish is spoken. IKEA's control confronted many troubles from the humans in Germany, France, and the USA. In Germany, the hassle becomes addressing the manager's use of first names, which undermines the manager's authority—doing precisely as requested. IKEA's standards have been vague, and managers' recommendations have been interpreted as orders. Germans felt that the Swedish had been too ending result orientated; however, they no longer investigated the dangers earlier than taking action, losing rules, and wanting bureaucracy. In France, informality became visible as a signal of weak spot or indecisiveness, preserving subordinates informed, loss of formal task description and written approaches and flexibility, repete no longer being diagnosed created identification problems, and change union mistrust toward consensus control method. In the US, human beings felt uncomfortable with Swedish loss of displaying emotions, fending off conflicts, and self-promotion. IKEA has needed to function out of the doors of Sweden, wherein nations have excessive electricity distance. So, how did IKEA adapt to the wishes and maintain its Swedishness intact even as doing well-suited human beings control practices? In France, the agency has communicated genuinely concerning the information and figures of IKEA vs. its competitors. Development of formal education applications as options for gaining knowledge through doing. Management has a more affirmative mind-set toward employees, headed by a Frenchman with a Swedish spouse who laboured at their headquarters. They have additionally evolved a higher dating with the change unions. While now no longer many modifications had been cited in Germany concerning employee control policies, tremendous changes had been made with inside the US. It has tailored its advertising and enterprise practices. It has furnished greater autonomy to neighbourhood control. They have brought an American-fashion overall performance control overview process, documenting overall performance strengths and weaknesses.

Questions: Can IKEA preserve its Swedish method to cope with human beings in growth globally with multicultural operations? 2. How can it increase a proper cross-cultural method to cope with and grow human beings? (12)