

[This question paper contains 9 printed pages.]

1978

Your Roll No.

MIB / IV Sem.

A.

Course 543 – INTERNATIONAL HUMAN
RESOURCE MANAGEMENT

Time : 3 Hours

Maximum Marks : 70

*(Write your Roll No. on the top immediately
on receipt of this question paper.)*

Attempt all questions.

1. (a) We need to look far to discover challenging problems in the field of international human resource management. Managers may ignore or attempt to bury human resource problems, but these will not lie dormant because of the very nature of the problem component. Many problems are caused by constant changes that occur both within and outside the firm. Among major changes that are occurring, identify any five challenges that illustrate the nature of human resource challenge with special reference to large global manufacturing organisation. (10)
- (b) Can well-meaning HR programmes have negative effects on a firm? If so, how? (4)

OR

P.T.O.

- (a) "If you wish to plan for a year, sow seeds; if you wish to plan for ten years, plant trees; if you wish to plan for a lifetime, develop men." In the light of this saying, discuss the nature and importance of HRM with special reference to an MNC. (10)
- (b) "A well-thought-out orientation programme is essential for all new employees whether they have experience or not." Explain why you agree or disagree with this statement. (4)
2. (a) One reason for implementing global training programmes is the need to avoid business losses "due to cultural insensitivity". What sort of cultural insensitivity do you think is referred to, and how might that translate into lost business? What sort of training programme would you recommend to avoid such cultural insensitivity? (10)
- (b) Recommend a job-evaluation system for a small family - owned business with six job titles and thirty incumbents. Recommend a system of job-evaluation for an oil refinery with 1800 employees in managerial, technical and blue-collar jobs. Why do your recommendations differ? (4)

OR

- (a) Rajat Sharma has been employed for six months in the accounts section of a large manufacturing

company in Faridabad. You have been his supervisor for the past three months. Recently you have been asked by the management to find out the contributions of each employee in the Accounts Section and monitor carefully whether they are meeting the standards set by you.

A few days back you have completed your formal investigation and with the exception of Rajat, all seem to be meeting the targets set by you. Along with numerous errors, Rajat's work is characterised by low performance -often he does 20 per cent less than the other clerks in the department.

As you look into Rajat's performance review sheets again, you begin to wonder whether some sort of remedial training is needed for people like him.

QUESTIONS :

- (i) As Rajat's supervisor, can you find out whether the poor performance is due to poor training or to some other cause ?
- (ii) If you find Rajat has been inadequately trained, how do you go about introducing a remedial training programme ?

- (iii) If he has been with the company six months, what kind of remedial programme would be best ?
- (iv) Should you supervise him more closely ? Can you do this without making it obvious to him and his co-workers ?
- (v) Should you discuss the situation with Rajat ? (10)
- (b) Performance problems seem all too common in your workplace. People do not seem to be putting forth the needed effort, and interpersonal conflict on the work teams seems to be constant. Is training the answer ? If so, what kind of training should be done ? What other actions may be appropriate ? (4)
3. (a) You are the owner of a 25-employee company that has just had a fantastic year. Everyone pulled together and worked hard to achieve the boost in company profits. Unfortunately, you need to sink most of these profits into paying your suppliers. All you can afford to give your workers is a 3 percent raise across the board. At appraisal time, how would you communicate praise for a job well done coupled with your limited ability to reward

such outstanding performance? Now assume you can afford to hand out some handsome bonuses or raises. What would be the best way to evaluate employees when everyone has done exceptional work? (7)

- (b) At a large MNC engaged in transport business, employees are hired, promoted and appraised according to how they fulfill the performance dimensions most valued by the company. One of these performance dimensions is "communication"—specifically, "listens and observes attentively allowing an exchange of information" and speaks and writes clearly and concisely, with an appropriate awareness of the intended audience." Would you say the MNC appraises performance based on personality traits, job behaviour, or outcome achieved? On which of these aspects of performance do you think workers should be appraised? (7)

OR

- (a) Mr. John produced 1,000 units of a product in an 8-hour day. The work standard established by time-study is 100 per hour. If the base hourly rate is Rs. 20, how much income would he receive under the following plans :

- (i) Straight piecework,
- (ii) 100 percent premium,
- (iii) Halsey,
- (iv) Rowan, and
- (v) Gantt ? (10)

(b) It is not unusual for college students to dislike being assigned group projects. They frequently complain that some group members will loaf and allocating the same grade to all members is not fair. Compare this situation with the use of group incentives in industry. (4)

4. Discuss HRM global practices with special reference to a select organisation in the following :

- (i) Health care industry
- (ii) Automobile Industry (7×2)

OR

Attempt the following :

- (i) Concept of Kaizen and steps involved in a Kaizen programme.
- (ii) Concept of "psychological contracts" and factors responsible for breach in such contracts.

- (iii) Concept of "difficult employees" and handy tips to deal with such employees.
 - (iv) Concept of "pink slip" and suggestions for alternatives to avoid it. (3½,3½,3½,3½)
5. Read carefully the case given below and answer the questions given at the end :

CASE

John Peters (not his real name) was a 44-year-old cardiologist on the staff of a teaching hospital in a large city in the southeastern United States. Happily married with two teenage children, he had served with distinction for many years at this same hospital, and in fact served his residency there after graduating from Columbia University's medical school.

Alana Anderson (not her real name) was an attractive African American registered nurse on the staff at the same hospital with Peters. Unmarried and without children, she lived in a hospital-owned apartment on the hospital grounds and devoted almost all her time to her work at the hospital or to taking additional coursework to further improve her already excellent nursing skills.

The hospital's chief administrator, Gary Chapman, took

enormous pride in what he called the extraordinary professionalism of the doctors, nurses, and other staff members at his hospital. Although he took a number of rudimentary steps to guard against blatant violations of equal employment opportunity laws, he believed that most of the professionals on his staff were so highly trained and committed to the highest professional standards that "they would always do the right thing," as he put it.

Chapman was therefore upset to receive a phone call from Peters, informing him that Anderson had (in Peters's eyes) "developed an unwholesome personal attraction" to him and was bombarding the doctor with Valentine's Day cards, affectionate personal notes, and phone calls often to the doctor's home. Concerned about hospital decorum and the possibility that Peters was being sexually harassed, Chapman met privately with Anderson. He explained that Peters was very uncomfortable with the personal attention she was showing to him, and asked that she please not continue to exhibit her show of affection for the doctor.

Chapman assumed that the matter was over. Several weeks later, when Anderson resigned her position at the hospital, Chapman didn't think much of it. He was therefore shocked and dismayed to receive a registered letter from a local attorney, informing him

that both the hospital and Peters and Chapman personally were being sued by Anderson for racial discrimination: Her claim was that Chapman, in their private meeting, had told her, "We don't think it's right for people of different races to pursue each other romantically at this hospital." According to the lawyer, his preliminary research had unearthed several other alleged incidents at the hospital that apparently supported the idea that racial discrimination at the hospital was widespread.

Questions

- (i) What do you think of the way Chapman handled the accusations from Peters and his conversation with Anderson? How would you have handled them? (5)
- (ii) Do you think Peters had the basis for a sexual harassment claim against Anderson? Why or why not? (5)
- (iii) What would you do now if you were Chapman to avoid further incidents of this type? (4)