

# **HUMAN RESOURCE MANAGEMENT IN GLOBLE PERSPECTIVE UNIT 1**

## **1. Features of IHRM:-**

1. Wide scope.
2. More knowledge.
3. Complexity.
4. Added responsibility.
5. Culture.
6. Pressure of globalization.
7. Increased risk.
8. Public relations.

## **2. Objectives of IHRM:-**

1. To ensure availability of right people.
2. To effectively deal with diverse workforce.
3. To provide job satisfaction.
4. To maintain standard of work life.
5. To remain competitive throughout the world.
6. To decide on fair benefits and compensation.
7. To retain employees.
8. To fulfil international legal compliance.

### **3. Reasons for emergence of IHRM:-**

1. Global competition.
2. Mergers, acquisitions and alliances.
3. Organizational restructuring.
4. Technological advancements.
5. Workforce diversity.
6. Skill shortages and the rise of the service sector.
7. Rapid change in the external business environment.

### **4. Significance of IHRM in International business:-**

1. Culture.
2. Emphasis on core competency.
3. Competition for human resource.
4. Stages of international involvement.
5. Technological changes.
6. Need for workforce empowerment.

### **5. Significance of IHRM by scullion:-**

1. Challenge.
2. Commitment.
3. Cost effective.
4. Competence.
5. Congruence.

## **6. Scope/functions of IHRM:-**

1. Recruitment and selection.
2. Training and development.
3. Performance appraisal.
4. Remuneration.
5. Fulfil international legal compliance.
6. Labour relations.

## **7. Approaches to IHRM:-**

1. Ethnocentric approach.
2. Polycentric approach.
3. Regiocentric approach.
4. Geocentric approach.

## **8. Limitations to IHRM:-**

1. Employee and family adjustment.
2. Selecting the right person for the foreign assignment.
3. Managing international assignment.
4. Management practices.
5. Cultural issues.
6. Difference in industrial relation practices.
7. Language and communication.
8. Resistance to change.

## **9. Qualities of global managers -**

1. Self-awareness.
2. Vision.
3. Sensitivity to cultural diversity.
4. Global strategic thinking.
5. Flexibility.
6. Adaptability.
7. Good negotiator.
8. High emotional intelligence.
9. Effective management skills.

## **10. Problems of cross cultural issues in organization:-**

1. Understanding why people behave differently than expected.
2. Avoid getting frustrated and angry.
3. Motivating a cultural diverse team.
4. Achieve the desired level of efficiency.
5. Lack of proper training on managing a cultural diverse team.

## **11. Ways to manage diversity at workplace:-**

1. Understand discrimination.
2. Equitable treatment.
3. Create an empowered atmosphere.
4. Provide orientation.
5. Fairness in hiring.
6. Create diverse work groups.
7. Handle complaints effectively.
8. Invest in diversity training.

## **12. Role of organization in culture:-**

1. Organize a training program.
2. Appoint a mentor.
3. Disseminate information.
4. Orientation program.

## **UNIT 2**

## **13. Factors involved in expatriate selection:-**

1. Technical ability.
2. Cross-cultural suitability.
3. Family requirements.
4. Country/cultural requirements.
5. Language.
6. Multinational enterprise requirements.

## **14. Benefits of workplace diversity:-**

1. Increased adaptability.
2. Broader service range.
3. Variety of viewpoints.
4. More executive execution.

**15. Challenges face by manager due to diversity in workplace:-**

1. Communication.
2. Resistance of change.
3. Implementation of diversity in the workplace policies.
4. Successful management of diversity in the workplace.

**16. Ways to manage global diverse workforce:-**

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**17. Components of international compensation program:-**

1. Base salary.
2. Foreign Service inducement and hardship premium.
3. Allowances.
  - a. Cost of living allowances.
  - b. Housing allowances.
  - c. Home leave allowances.
  - d. Education allowances.
  - e. Relocation allowances.
  - f. Spouse assistance.

**18. Variables affecting expatriate performance management:-**

1. Compensation package.
2. Task.
3. Headquarters support.
4. Host environment.
5. Cultural adjustment.

**19. Factors influencing performance of employees at workplace:-**

1. Managerial standards.
2. Motivation.
3. Commitment.
4. Employee evaluation.
5. Job security.

**20. Essentials of effective reward system:-**

1. Satisfy needs.
2. Effort-reward relation.
3. Equitable reward.
4. Cost effective.
5. Variety of rewards and methods.

## **21. Factors that influenced the international industrial relation:-**

1. The degree of inter-subsidiary production integration.
2. Nationality of ownership of the subsidiary.
3. International human resource mgt. approach.
4. MNE prior experience in industrial relations.
5. Subsidiary characteristics.
6. Characteristics of the home product market.
7. Management attitude towards unions.

## **UNIT 3**

## **22. Advantages of using expatriate employees:-**

1. Fulfilling the strategic needs of the organization.
2. Management style.
3. Control and coordinate.
4. Improve performance.
5. Better supervision.
6. Operations must confirm to the standards of home market.
7. Target country may have a limited local talent pool.



### **23. Limitations of using expatriate employees:-**

1. Create misunderstanding.
2. May not have command over local language.
3. High cost involved.
4. Demotivation of local employees.
5. High burnout rate.
6. Legal risks.
7. Expatriate failure.

### **24. Role of expatriate:-**

1. Expatriate as an agent of direct control.
2. Expatriate as an agent of socialization.
3. Expatriate as transfer of competence and knowledge.
4. Expatriate as network builders.
5. Expatriate as boundary spanners.
6. Expatriate as language nodes.

### **25. Reasons for expatriate failure:-**

1. Transfer anxieties.
2. Career problems.
3. Income gaps.
4. Lifestyle adjustment.
5. Short term perspective.
6. Inappropriate leadership.
7. Performance appraisal.
8. Business environmental issues.

## **26. Requirements/characteristics of effective expatriate managers:-**

1. Cultural sensitivity.
2. Curiosity.
3. Flexibility.
4. Openness mindedness.
5. Be comfortable with uncertainty.
6. Extroversion.
7. Agreeableness.
8. Intelligence.
9. Emotional stability.

## **27. Phases of repatriation:-**

1. Preparation.
2. Physical relocation.
3. Transition.
4. Readjustment.

## **28. Factors affecting repatriation process:-**

1. Job related factors.
  - a. Career anxiety.
  - b. Work adjustment.
  - c. Coping with new demands.
  - d. Loss of status and pay.
2. Social factors.
  - a. Family adjustment.
  - b. Social networks.
  - c. Effect on partner's career.
  - d. Multinational responses.

### **29. Challenges faced by repatriates:-**

1. Work related.
2. Personnel.

## **UNIT 4**

### **30. Importance of offshoring:-**

1. Cost savings.
2. Accessibility to top-notch people across the globe.
3. Market growth potential.
4. Opportunity to acquire specialized skills.

### **31. How projects are managed across the world:-**

1. Established the team.
2. Facilitate effective communication.
3. Encourage collaboration.
4. Accept and manage problems.
5. Recognition and rewards.

### **32. Challenges in managing international projects across the world:-**

1. Language.
2. Time.
3. Role and responsibilities.
4. Tools.
5. Virtual teams.

### **33. Features of virtual organization:-**

1. Technology.
2. Adaptability.
3. Informal communication.
4. Reduced face-to-face interactions.
5. Time.
6. Email integration.
7. Mobile data.

### **34. Difference between virtual organization and traditional organization:-**

1. Selection of team members.
2. Organizational structure.
3. Leadership style.
4. Knowledge exchange and decision-making.
5. Relationship building.
6. Psychological contract.