

Trimester: Sep-Dec 24 Examination: End Term Examination		
Programme code: 12 Programme: MBA (PT) HRM	Class: TY	Trimester: VIII Batch 2022-25
Name of the Constituent College: K. J. Somaiya Institute of Management	Name of the department/Section/Center: HR	
Course Code:	Name of the Course: International Human Resource Management	

Maximum Marks:
25
Dates: 11 Jan 2025
Notes:
1. Question No. 1 is compulsory.
2. Answer any 3 questions from Question 2 to Question 5.

Question No.		Max. Marks
Q1 (a)	<p>Case Study: Navigating a Challenging Expatriate Assignment</p> <p>Ajay, a mid-level manager in ABC Inc, an Indian multinational company, was selected for a two-year expatriate assignment in Shanghai, China. The role involved spearheading a new market expansion strategy, offering significant career growth potential. Ajay was excited about the opportunity, but the assignment required his wife, Priya, a Certified Public Accountant (CPA) qualified in the U.S., to move with him to China. Even for ABC Inc. it was first international assignment to China. Hence, the move was rushed without much orientation support to Ajay and Priya.</p> <p>Priya had built a promising career as a CPA (equivalent to Chartered Accountant in India) before their relocation, and while she was supportive of Ajay's professional aspirations, she harbored concerns about employment opportunities in China due to her non-local qualifications and language barriers.</p> <p>At the same time Ajay had challenge to adapt to a different work culture where indirect communication, hierarchical decision-making, and relationship-building were essential.</p> <p>Whereas Priya was struggling with a lack of community, as Shanghai's expatriate circles did not include many professionals in her field. Priya tried seeking employment and found it difficult to secure employment due to limited demand for U.S.-qualified CPAs in the Chinese market as well as a lack of preference for local professionals fluent in Mandarin and unfamiliar with Chinese accounting standards. Also, visa and work permit restrictions for trailing spouses acted as obstacles for hiring trailing spouses. Priya after 6</p>	10

	<p>months in Shanghai was feeling isolated and underutilized, experiencing a decline in her professional identity. Whereas Ajay faced pressure to balance his demanding job with his wife's dissatisfaction.</p> <p>Priya began expressing a desire to return to India, where she believed she could reestablish her career. Ajay felt torn between prioritizing his career and addressing Priya's growing unhappiness.</p> <p>As Ajay met the International HR Manager in his regular monthly call, he decided to open up and share the challenge being faced at home front suggesting cutting short his assignment and going back to India if his wife Priya does not get any suitable career opportunity within China.</p> <p>Questions: As international HR manager,</p> <ol style="list-style-type: none"> 1. State what are the key challenges being faced ? 2. How would you tackle this situation to successfully retain Ajay within China on expatriate assignment? 	
Q2	Explain the advantages and disadvantages of using Third country nationals (TCN) v/s Parent Country Nationals (PCN)?	5
Q3	Describe the Local plus compensation approach and explain the purpose and in which situations you will use it.	5
Q4	What trainings you will provide for an expatriate pre-departure, during the assignment and while returning to home country?	5
Q5	What challenges are faced by women leader internationally and what competencies are required to navigate these challenges?	5