**International HR Practices**

**June 2023 Examination**

**Q1. Dow Limited - an Australian MNC employed Australians (PCs) and Papua New Guineans (host country nationals) in its subsidiary in Papua New Guinea. The remuneration package for Australians is ten times more than that for Papua New Guineans for the same job. More than 85% of the host country employees (Papua New Guineans) complain that they are highly demotivated as the company pays highly discriminated remuneration for the same job performed by Australians and Papua New Guineans. Considering the situation, explain why do MNCs prefer Ethnocentric Approach and share the limitations of the same. (10 marks)**

**Ans 1.**

**Introduction**

The ethnocentric approach can be described as one of the strategies of international hiring wherein the HR hires the right man or woman for the right task for the global business, the willingness of the candidate, and the competencies needed to blend with the company's way of life.

In an ethnocentric method, the primary positions in the company are filled with workers from the parent country. All the top and managerial positions, viz. vision, venture, and desires, are formulated through the MNC's Headquarters, and the host country will follow and implement

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**Q2. You are the Group HR director for a small company that has begun to use international assignments. You are considering using an external consulting firm to provide pre-departure training for employees, as you do not have the resources to provide this ‘in-house’. What components will be needed to be covered? How will you measure the effectiveness of the pre-departure training program provided by this external consultant? (10 marks)**

**Ans 2.**

**Introduction**

What does the employee training program look like? If it's far anything, it typically begins and needs recruits. Unfortunately, many groups want to execute ongoing worker training programs that assist their people in honing skills, cultivating opportunities, and learning new ones for development.

They should according to the faculty of expertise development, firms that offer comprehensive schooling applications experience 24% more profit margins. Also, efficient

**Q3. Mazvode is a Japanese general insurance company which has spread its operations across the continents with almost 55 percent of its employees working outside Japan. Performance management policy of the company is more developmental, learning and feedback driven in Japan, while the same is highly measured and competitive in North America, goal driven in Europe and a mix of all approaches in other nations of companies units. There is widespread dissatisfaction with performance management practice across as found out in employee satisfaction survey, since performance management has scored minimal.**

**Further study revealed that younger employees in Japan have sought a competitive and incentive-based performance management, while employees in North America have felt that the system should focus more on development rather than being task driven since most of customer engagement performance comes from contextual performance. There are other employees who have argued to do away with performance appraisal system altogether as in their belief it was demotivating than helping any cause.**

**a) Describe the major challenges faced in assessing the performance in international context. (5 marks)**

**Ans 3a.**

**Introduction**

Companies that oversee teams commonly face one-of-a-kind challenges related to communication and productivity. Understanding the way to understand those challenges and deal with them assists in increasing a supervisor's capacity and confidence

**b) Suggest the criteria for the performance appraisal of International employees. (5marks)**

**Ans 3b.**

**Introduction**

International performance management may be defined because the evaluation of a worker who works in a foreign subsidiary on a permanent or temporary basis to transfer information or expand worldwide leadership skills. At its best, global performance control should feed into the global objectives of the