**International HR Practices**

**September 2023 Examination**

**Q1. Esther Consulting is an IT and consulting multinational engaged in IT services business, offering testing, enterprise resource planning, business intelligence, infrastructure management and process services apart from application maintenance and development programmes. Technology and markets and client expectations are changing fast for the company, necessitating it to launch a massive retraining and reskilling programme for its 150 thousand employees working in 47 countries. Though at a macro level the company is clear that it shall train its employees on emerging technologies such as digital, cloud and automation, it is yet to build a pragmatic plan at micro level identifying what skills can be imparted to which category of employees and design and delivery related plans. Describe various training methods used for effective staff development.**

**Ans:**

**Introduction:**

In today's fast-paced business environment, groups must adapt to technological advancements and evolving market needs to stay competitive. Esther Consulting, an IT and consulting multinational, recognizes the need for a comprehensive retraining and reskilling program for its 150,000 employees across 47 nations. This program aims to equip employees with the necessary abilities in rising technologies like digital, cloud, and automation. Esther Consulting should consider various education methods to make staff development effective. This text explores special schooling techniques that can be employed to decorate staff improvement and force

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**Q2. Imagine that you have recently been hired as a human resources consultant by a Canadian multinational enterprise (MNE) called *Dombi.* The firm is having problems communicating and sharing its corporate values and policies with its newest employees in Mexico. After speaking with managers and employees at the new subsidiary in Mexico you realise that Dombi is experiencing problems related to the culture. Explain the factors that play an important role in cross-cultural communication and negotiation.**

**Ans:**

**Introduction:**

In today's globalized international, multinational firms (MNEs) like Dombi face the challenge of effectively communicating and sharing company values and policies across different cultures. Cross-cultural communication and negotiation determine such endeavors' fulfillment or failure. In the case of Dombi's subsidiary in Mexico, cultural differences are the underlying difficulty affecting communication and knowledge. on this discussion, we can explore the key factors that play an essential function in move-cultural communication and negotiation. We will highlight their effect on the overall business operations and offer capacity solutions

**Q3. Mrs. Elizabeth joined Toyota as an automobile engineer in its USA operations. She is in her late 40s and supporting the education of her two children and the unemployed husband. In fact, her husband was retrenched consequent upon 2008 global economic crisis. The company plans to start its operations in Georgia. She could not get any kind of promotion in USA during her 20 years career. Her superior attributes her performance as the reason and she attributes the glass-ceiling as the reason for being not promoted.**

**One day, her superior Mr. James called her and appraised her that the company is contemplating to start its operations in its Georgia plant in three month’s time and she was promoted as Head of the Operations department of the Georgia Plant with double her current remuneration as base salary along with a number of allowances like hardship allowance, educational allowances for children, exchange rate stability allowance, COLA, settling-in allowance. Her total remuneration in Georgia would be three times of her current remuneration. Further, the company is contemplating to provide a suitable job to her husband in Georgia plant. Mrs. Elizabeth listened coolly and replied without any kind of emotions, that I can't accept this promotion.**

**Questions for Discussion**

**a) According to you, what can be the reason of declining the offer by Mrs. Elizabeth?**

**Ans:**

**Introduction:**

Mrs. Elizabeth, a skilled vehicle engineer in her late 40s, has labored for Toyota's American operations for the past two decades. Despite her lengthy tenure, she has not obtained any promotions, and her superior cites her performance because of the cause. But she believes that the glass ceiling has significantly hindered her advancement. In an unexpected turn of events, Mrs. Elizabeth is offered a promotion to move Operations at Toyota's new Georgia plant, along

**b) Describe the steps involved in the performance appraisal process. (5 marks)**

**Ans:**

**Introduction:**

The performance appraisal process is an essential thing in skills management in organizations. It entails assessing and evaluating employees' performance, abilities, and abilities to offer remarks, make decisions regarding promotions, rewards, and education, and improve regular organizational performance. The process typically includes numerous steps performed systematically to ensure equity, objectivity, and effectiveness. In this discussion, we can explore