**International HR Practices**

**December 2023 Examination**

**Q1. STPL Steel India Limited, planning to set up its manufacturing plant in Vietnam. You have been appointed as a Global HR Head of the company on undertaking International Human Resource Planning.**

**Explain important issues and challenges of Human Resources Planning at global level, Which you will be addressing in a meeting with management. (10 Marks)**

**Ans 1.**

**Introduction**

International Human Resource Planning (IHRP) is integral to the success of any organization that aims to set its footprints on foreign soil. As STPL Steel India Limited ventures into establishing its manufacturing plant in Vietnam, the complexities of IHRP cannot be understated. Vietnam, with its unique socio-cultural, economic, and legal landscape, poses a distinctive set of challenges for HR practices. Planning human resources at a global level transcends the mere understanding of domestic HR methods and delves deep into blending organizational goals with host-country nuances. The objective of IHRP is to ensure the right

**Q2. XYZ Limited an Indian-based IT company opens a subsidiary in Germany. Many employees applied for Internal Job postings and out of 20 applicants, 3 got the opportunity to work in a German subsidiary. After 4 months, one of the employees wishes to come back to their home country and he reaches out to you (the HR team). He says it’s difficult for him to sustain in Germany with the current compensation as the cost-of-living rising day-by-dayand too high to stay in Europe.**

**You did review the situation. What are the causes you could identify and how will you address them? What factors could have been considered before moving employees to a foreign subsidiary? Which approach or structure of international compensation, does theCompany could have been offered to the ex-pats? (10 Marks)**

**Ans 1.**

**Introduction**

In the realm of international HR practices, transferring employees between home and host countries is a customary occurrence. Such transfers, typically termed as expatriate assignments, can be instrumental in aligning business operations, sharing knowledge, and strengthening company culture across borders. However, as seen in the case of XYZ Limited’s expansion to Germany, challenges related to the alignment of compensation with the cost of living in the host country can arise. The complexity of designing a fair and

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**Q3. Ace Engineering is Mumbai, India-based heavy engineering company specializing intransformer manufacturing and setup projects. It’s now planning to set up a project management office in Warsaw, Poland. For this, there will be a team of 15 project experts moving from India and 2 from France to Poland for 6 months and will return to theirhome countries after 6 months, including a senior manager coming from France.**

**a. How will you (in the Global HR role) plan and prepare for the repatriation processfor these returnees? (5 Marks)**

**Ans 3a.**

**Introduction**

Repatriation, the process of returning employees from international assignments back to their home countries, is a critical phase in the expatriate life cycle. Ace Engineering's initiative to set up a project management office in Warsaw entails a short-term international assignment, but the potential challenges of reintegrating these experts post-assignment are as profound as

**b. What could be the challenges faced by repatriates while returning to their homeland? (5 Marks)**

**Ans 3b.**

**Introduction**

Repatriation, or the process of returning expatriates to their home countries after international assignments, often appears straightforward. However, it is laden with its unique set of challenges. While most companies meticulously plan the process of sending employees on overseas assignments, the reverse journey is often overlooked. The case of Ace Engineering's