**International HR Practices**

**April 2024 Examination**

**Q1. Acme engineering is Mumbai, India-based heavy engineering company specializing in transformer manufacturing and setup projects. It’s now planning to set up a project management office in Warsaw, Poland. For this, a team of 15 project experts will move from India and 2 from France to Poland, including a senior manager from France. What are the pre- departure and post-arrival training you will plan for the team? What could be the top 3 challenges you as HR Manager foresee after the movement is completed to Poland? (10 Marks)**

**Ans 1.**

**Introduction**

The expansion of Acme Engineering into Poland signifies a strategic foray into an international market, necessitating a nuanced understanding of international human resource management (IHRM) practices. As HR Manager, the primary focus is to facilitate the seamless integration of the team from diverse backgrounds into the new cultural and professional landscape of Warsaw. Pre-departure and post-arrival trainings are pivotal in equipping the team with essential skills and knowledge, ensuring smooth transition and operational efficiency. This endeavor, while promising, is not without its challenges. Anticipating and preparing for cultural, communication, and operational differences is critical fo

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**Q2. S.MIA limited is a leading Pharma company from Ahmedabad that has recently expanded internationally. The Board of Directors is planning and standardizing the Performance Management Policies in about 50 International offices of the company. Before finalization, the Board wants to identify the possible issues and challenges that the HR department might face while implementing an international performance management system.**

**You as an HR may encounter issues while designing and implementing the company’s Standardized Performance Management system. What are the issues and challenges you come across in 50 nations? Discuss each in detail. (10 Marks)**

**Ans 2.**

**Introduction**

The landscape of international human resource management presents unique challenges, particularly when standardizing performance management systems across different countries. S.MIA Limited, an Ahmedabad-based Pharma company, is at the cusp of this complex endeavor, aiming to unify its performance management policies across 50 international offices. This task is daunting due to the intricate web of cultural, legal, and operational diversities that exist across various nations. Each of these factors plays a pivotal role in shaping the effectiveness and acceptance of a standardized performance management system. The core challenge lies in

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**Q3.Super solutions is an organic dye manufacturing company, headquartered in Faridabad, India. Their environment and skin-friendly dyes are in high demand with Indian and global fashion houses, especially in Mumbai and US. They are a small firm of 100 employees. They have got into a 20 years contract to fulfill the requirements of a new fashion house in Milan (Italy). As per the terms of the contract, they need to have 2 researchers, 3 quality experts, 2 logistics managers, and 1 customer relationship manager based exclusively at customer HQ in Milan. Super solutions have decided to go for local candidates as it will be cost-effective and also in line with govt guidelines to promote local talent. You are associated as an HR consultant.**

**a. Before you start the recruitment planning process, what all the information do you need to acquire? (5 Marks)**

**Ans 3a.**

**Introduction**

Embarking on the recruitment planning process for Super Solutions, an organic dye manufacturing company entering a long-term contract in Milan, requires a meticulous approach. As the company aims to hire locally to comply with government guidelines and cost-effectiveness, the task at hand extends beyond typical recruitment. It involves understanding the local labor market, regulatory environment, and cultural context of Milan. As an HR consultant, gathering comprehensive information before initiating the recruitment process is paramount. This preliminary step ensures that the recruitment strategy aligns with both the company's