

**GLOBAL HUMAN RESOURCE MANAGEMENT**

Time: 3 Hours

Max. Marks: 60

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*Answer Any FIVE Questions  
All Questions Carry Equal Marks  
Question No. 8 is Compulsory*

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1. What are the stages a firm typically goes through as it grows internationally and how does each stage affect the HR function? 12
2. What are the effective ways to manage repatriation process? 12
3. What are the elements of a good mentoring system for international assignees? 12
4. Describe two aspects of cultural differences and their impact on HRM practices. 12
5. What should be the main objectives for a multinational firm with regard to its compensation policies? 12
6. Why is a greater degree of involvement in employees' personal lives inevitable in many IHRM activities? 12
7. What are the most important factors that are involved in the personnel training? 12
8. **Case Study** 12

Harvard is one of the leading Business Schools. Yet there is growing concern about whether the school is moving in the right direction. Harvard's mission had been to educate "general managers and business leaders," but recently, over 50 per cent of its graduates took jobs in investment banking and management consulting. Moreover, less than one-fourth of the 1987 MBAs went into manufacturing companies and of those most moved into staff, rather than line positions.

Investment houses and consulting firms are eager to recruit at Harvard, offering attractive salaries. While some critics accuse the students of being greedy, many professors supplement their salaries by teaching in corporations, consulting, appearing as expert witnesses, or serving on corporate boards. While consulting can enhance teaching, there is a maximum time officially allowed for outside activities.

The approach to teaching has also changed. The case approach, for which Harvard is famous, used to stress the role of the general manager. While cases are used, more analytical tools have become increasingly important. For example the course business policy has changed to Competitive Strategy under the leadership of Professor Michael Porter, who, with a background in economics, uses concepts and theories in making competitive analyses.

Harvard, once known for developing business leaders, now increasingly educates specialists. Most of the students have shown little interest in joining manufacturing firms. Yet manufacturing may be critical for making United States competitive.

**Questions:**

1. Do you think Harvard is moving in the right direction?
2. How does Harvard's approach compare with the one used in your school?

