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**63/2 (SEM-3) MBAB1, D1**

**2022**

**(Held in 2023)**

**MBA**

**(Theory Paper)**

**Paper Code : MBA-B.1**

**(International Human Resource Management)**

**Full Marks – 70**

**Pass Marks – 28**

**Time – Three hours**

**The figures in the margin indicate full marks  
for the questions.**

**SECTION – A**

1. Answer any *five* questions from the following :

**2×5=10**

- (a) What is Repatriation ?
- (b) Who is a HCN ?
- (c) What is Geocentric Approach ?
- (d) What is an Assistance with Practical day-to-day matters training ?
- (e) What is Mobility ?

**[Turn over**

- (f) What is Knowledge transfer ?
- (g) What is Invisible organisation ?

### SECTION - B

2. Answer any *four* questions from the following :

5×4=20

- (a) Mention the six factors those attribute to IHRM. 5
- (b) Explain the concept of Manpower planning in context with an IHRM. 5
- (c) Discuss the core areas of selection criteria for international jobs. 5
- (d) Throw a light on the challenges and issues involved in workforce diversity. 5
- (e) For what can HRIS be used ? 5
- (f) Who is a knowledge worker and how do you manage them ? 2+3=5

### SECTION - C

3. Answer any *four* questions from the following :

7×4=28

- (a) How is training and development done in the Virtual organisations ?
- (b) Describe the barriers to the success of an HRIS.

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- (c) Who are known as International employees ?
- (d) How effective is Pre-departure training ?
- (e) Describe the sources of Human Resource in International recruitment.
- (f) Explain the major functions of an IHRM.

### SECTION - D

#### (Case Study)

4. Compulsory question :

12

#### Global HR—an overview

U.S. based companies are increasingly doing business abroad. Huge firms like Procter and Gamble, IBM and Citicorp have long had extensive overseas operations, of course. But with the European market unification, the introduction of the Euro currency, the opening of Eastern Europe, and the rapid development of demand in Asia and other parts of the world, even small firms are finding that success depends on their ability to market and manage overseas.

This confronts firms with some interesting management challenges. Market, product and production plans must be co-ordinated on a world-wide basis, for instance, and organisation structures capable of balancing centralized home-

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office control with adequate local autonomy must be created. And, of course, the firm must extend its HR policies and systems abroad : For example – “Should we staff the local offices with local or U.S. managers ?” “How should we appraise and pay our local employees ?” “How should we deal with the unions in our offices abroad ?”

At Ford Motor Company, for instance, managers try to make decisions on a global basis. They plan activities such as product development and vehicle design on a world-wide basis, rather than just in regional development centres. They handle manufacturing and purchasing globally. Ford approaches HR the same way, “moving employees from anywhere to anywhere if they are the best ones to do the job”. The firm’s new head of auto operations, for example, spent most of his career abroad.

- (a) Critically analyse the case from different aspects of International Human Resource Management concept.

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(Theory Paper)

Paper Code : MBA D-1

(Manufacturing Planning and Control)

Full Marks – 70

Pass Marks – 28

Time – Three hours

The figures in the margin indicate full marks for the questions.

### SECTION – A

1. Answer any *five* from the following questions :  
2×5=10

- (a) In the short-run, how can capacity be changed ?
- (b) What function does the MPS performs between sales and production ?
- (c) What are the major inputs to the MRP system ?
- (d) Why is standard time usually used to measure capacity ?
- (e) What are the major functions of planning, implementation, and control ?
- (f) Why is less inventory needed in a line-flow manufacturing system than in lot or batch manufacturing ?

- (g) What are the benefits of just-In-Time manufacturing ?

### SECTION-B

2. Answer any *four* from the following questions :

- (a) What are the six activities involved in the physical supply/distribution system ?  $5 \times 4 = 20$   
5
- (b) What is the purpose of time fences ? Name and describe the three main divisions in manufacturing.  $2 + 3 = 5$   
5
- (c) Describe how MRP might be used to plan for a change in design for a product.  $5$   
5
- (d) Briefly explain the objectives and functions of operations scheduling.  $2 + 3 = 5$   
5
- (e) Over a 4-week period, a work center produced 540 standard hours of work, was available for work 640 hours, and actually worked 480 hours. Calculate the utilization and the efficiency of the work center.  $3 + 2 = 5$   
5
- (f) A company wants to produce 10,000 units of an item over the next three months at a level rate. The first month has 20 working days; the second, 21 working days; and the third, 12 working days because of an annual shutdown. On the average, how much should the company produce each day to level production ?  $5$   
5

### SECTION-C

3. Answer any *four* from the following questions :

- (a) What is Demand management ? Discuss the principles of Forecasting.  $7 \times 4 = 28$   
 $1 + 6 = 7$
- (b) Discuss the steps of sales and operations planning.  $7$
- (c) Discuss the Inputs to the Material Requirements Planning System.  $7$
- (d) Explain the principles of bottleneck operations.  $7$
- (e) Complete the following input/output report. What are the planned and actual backlogs at the end of period 4 ?  $7$

Period	1	2	3	4	Total
Planned Input	35	37	36	41	
Actual Input	33	33	31	43	
Cumulative Variance					
Planned Output	40	40	40	40	
Actual Output	39	35	40	38	
Cumulative Variance					
Planned Backlog 32					
Actual Backlog 32					

4. Amalgamated Nut Crackers, Inc., makes a family of nut crackers. The most popular model is the walnut, and the sales department has prepared a 6-week forecast. The opening inventory is 50 dozens (dozen is the unit used for planning). The nutcrackers are made in lots of 100 dozens. Calculate the projected available balance. The demand time fence is the end of week 3.

Week	1	2	3	4	5	6
Forecast Demand	75	50	30	40	70	20
Customer Orders	80	45	40	50	50	5
Projected Available Balance 50						
ATP						
MPS						

### SECTION-D

(Compulsory)

5. (a) What is Just-In-Time and how does it work?  
2+4=6
- (b) Describe each of the three basic strategies used in developing a production plan. What are the advantages and disadvantages of each?  
3+3=6