

السنة الجامعية: 2024/2023

التخصص: ماستر 1 اقتصاد وتسيير المؤسسات

الشعبة: علوم التسيير

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امتحان مقياس: لغة أجنبية 2

السداسي: الثاني

مدة الامتحان: ساعة 08:30-09:30

أستاذ المقياس: بوكرواح عبد الله

الدرجة: العادية

العلامة:

الاسم واللقب: ..... الفوج: ..... رقم

## International HRM

With the advent of globalization, organizations - big or small have ceased to be local, they have become global! This has increased the workforce diversity and cross-cultural sensitivities have emerged like never before. All this led to the development of Global Human Resource Management. Even those organizations who consider themselves immune to transactions across geographical boundaries are connected to the wider network globally. They are in one way or the other dependent upon organizations that may even not have heard about. There is interdependence between organisations in various areas and functions.

The preliminary function of global Human Resource Management is that the organisation carries a local appeal in the host country despite maintaining an international feel. To exemplify, any multinational / international company would not like to be called as local, however the same wants a domestic touch in the host country and there lies the challenge.

We may therefore, enumerate the objectives of global HRM as follows:

1. Create a local appeal without compromising upon the global identity.
2. Generating awareness of cross-cultural sensitivities among managing globally and hiring of staff across geographic boundaries.
3. Training upon cultures and sensitivities of the host country.

The strategic role of Human resources Management in such a scenario is to ensure that HRM policies are in tandem with and in support of the firm's strategy, structure and controls. Specifically,

an organization can choose to hire according to any of the staffing policies mentioned below:

- **Ethnocentric:** Here the Key management positions are filled by the parent country individuals.
- **Polycentric:** In polycentric staffing policy the host country nationals manage subsidiaries whereas the headquarter positions are held by the parent company nationals.
- **Geocentric:** In this policy the best and most competent individuals hold key positions irrespective the nationalities.

Geocentric staffing policy it seems is the best when it comes to Global HRM. The human resources are deployed productively and it also helps build a strong cultural and informal management network. The flip side is that human resources become a bit expensive when hired on a geocentric basis. Besides the national immigration policies may limit implementation.

**Read the text carefully and be ready to answer**

1. **Answer these questions according to the text: (4 points)**
  - a) Why international human resource management is developed or created?  
the workforce diversity increased and cross-cultural sensitivities have emerged like never before.
  - b) What is the preliminary function of International Human Resource Management?  
carries a local appeal in the host country despite maintaining an international feel.
  - c) How can multinational companies avoid cross-cultural sensitivities?  
managing globally and hiring of staff across geographic boundaries.
  - d) What are the main staffing policies used by international companies?  
Ethnocentric policy, Polycentric policy and geocentric policy

2. Match the terms with their definitions or expressions: (2 points)

1. Geocentric	a) Adaptability	3
2. New power and direction	b) irrespective of the nationalities	1
3. familiarity with local markets	c) Work out of home country	4
4. Expatriation	d) Change in leadership	2

3. Fill in the gaps with the following words: (3 points)

- function - selection - functional – operations - Staffing - performance

In International human resource management, there are five **functional** areas that include recruitment and selection, development and training, **performance** evaluation, remuneration and labour relation in the first **function** of IHRM, Recruitment and **selection**, company employs new qualified candidates for international **operations**. Selection requires choosing from this pool the candidate whose qualifications most closely match the job requirements. **Staffing** is a complex function of international human resource management.

4. Match the antonyms of the words in the left: (3 points)

a) Separation	Decline	c
b) Assertive	Merger	a
c) Increase	Uniformity	d
d) Diversity	Disappear	e
e) Emerge	Unprotected	f
f) Immune	Servile	b

5. Are these statements false or true? (4 points)

- Ethnocentric staffing policy it seems is the best when it comes to Global HRM **FALSE**
- Change management: is a systematic approach that includes dealing with the transition or transformation of organizational goals **TRUE**
- International management requires adaptability in inside borders finance and environment **F**
- Competing: is the win-lose approach. A manager is acting in a very assertive way **TRUE**

6. Give synonyms from the text to these words: (4 points)

- Arrival = **advent** .....
- Personal = **workforce**.....
- Borderline = **boundaries**.....
- Initiatory = **preliminary** .....

BOUKROUH.A / GOOD LUCK