

Code: 17E00409

MBA IV Semester Supplementary Examinations May 2024  
**GLOBAL HUMAN RESOURCE MANAGEMENT**  
(Master of Business Administration)

Time: 3 hours

Max. Marks: 60

All questions carry equal marks

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**SECTION – A**

(Answer the following: 05 X 10 = 50 Marks)

- 1 (a) Define Global HRM. 2M  
(b) What are the key factors that differentiate global HRM and domestic HRM? 8M
- OR**
- 2 (a) Do you think HR managers of MNCs face challenges in managing their human resources? Why? Why not? 6M  
(b) If you were the HR manager of a firm operating in India and Japan, how would handle HR challenges therein? 4M
- 3 (a) List the cultural variables affecting HRM in a global firm. 2M  
(b) Explain in detail Hofstede's Cultural Dimensions theory for examining cultural issues in an organisation. 8M
- OR**
- 4 (a) What is the cross-cultural approach to HRM? 3M  
(b) If you were the HR manager of a company operating with virtual teams from Europe, India, Japan and Saudi Arabia, how would you adjust your HR practices to suit the cultural diversities of your employees? 7M
- 5 (a) Define the concepts of Expatriate and Repatriate. 4M  
(b) How do you think MNCs make adjustments for the TCNs working in India? 6M
- OR**
- 6 (a) What do you understand by recruitment and selection? 3M  
(b) Explain the various modern methods adopted in global recruitment and their respective pros and cons. 7M
- 7 (a) How is training different from development? 4M  
(b) How are training needs assessed in global HRM? 6M
- OR**
- 8 (a) Define performance appraisal. 2M  
(b) What type of performance appraisal system do global firms follow? Give suitable illustrations. 8M
- 9 (a) What do you mean by quality circles? 2M  
(b) How are quality circles formed? What is their utility? 8M
- OR**
- 10 (a) What do you understand by collective bargaining? 2M  
(b) Explain its process and types. 8M

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**SECTION – B**

(Compulsory question, 01 X 10 = 10 Marks)

10M

11

**Case Study/Problem:**

Bundle Co. management decided that because this is their first venture into a country outside the UK, they want to use PCNs to set up the new hotels and that only internal candidates should be considered. They think that this is important so they can incorporate the organization's values. However, they believe that once the hotels are up and running, HCNs could be hired. The management vacancies must be filled as soon as possible.

In their company literature, the organization states that their core values are to:

- (i) Provide excellent levels of customer service to all guests.
- (ii) Provide a clean and comfortable environment for guests and staff.
- (iii) Recruit and retain excellent staff.
- (iv) Support and develop staff so they can reach their full potential.
- (v) Continuously strive to improve all aspects of the business.
- (vi) Ensure that all hotel buildings, fixtures and fittings are well-maintained in a proactive manner.

It is important that the management consultants for this project take these core values into account when making their recommendations.

You are required to draft a recruitment advertisement for the new positions which can be sent to the existing managers by email. Your advertisement should include, at a minimum, the following information:

- (i) Main responsibilities of the new job.
- (ii) The skills you are looking for in the position.

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MBA IV Semester Supplementary Examinations November 2024  
**GLOBAL HUMAN RESOURCE MANAGEMENT**  
 (Master of Business Administration)

Time: 3 hours

Max. Marks: 60

All questions carry equal marks

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**SECTION - A**

(Answer the following: 05 X 10 = 50 Marks)

- |    |                                                                                                |     |
|----|------------------------------------------------------------------------------------------------|-----|
| 1  | Explain the concept of Global human resource management? Give with suitable examples. Discuss. | 10M |
|    | <b>OR</b>                                                                                      |     |
| 2  | Write a short on the following: Domestic HRM and GHRM.                                         | 10M |
| 3  | What do you understand by Hofetede's Hermes study? Discuss.                                    | 10M |
|    | <b>OR</b>                                                                                      |     |
| 4  | What are cultural issues? Give with suitable five examples?                                    | 10M |
| 5  | Explain the recruitment and selection for global assignment.                                   | 10M |
|    | <b>OR</b>                                                                                      |     |
| 6  | Distinguish between HCNs and TCNs.                                                             | 10M |
| 7  | Explain the performance management and appraisal system.                                       | 10M |
|    | <b>OR</b>                                                                                      |     |
| 8  | Explain the cross cultural training? Give with the suitable examples.                          | 10M |
| 9  | Write a short note on collective bargaining and disputes/conflicts.                            | 10M |
|    | <b>OR</b>                                                                                      |     |
| 10 | What do you understand by global industrial relations? Give with suitable examples. Discuss.   | 10M |

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**SECTION - B**

(Compulsory question, 01 X 10 = 10 Marks)

11

**Case Study/Problem:**

10M

Satish was a Sales Manager for Industrial Products Company in City branch. A week ago, he was promoted and shifted to Head Office as Deputy Manager - Product Management for a division of products which he was not very familiar with. Three days ago, the company VP - Mr. George, convened a meeting of all Product Managers. Satish's new boss (Product Manager Ketan) was not able to attend due to some other preoccupation. Hence, the Marketing Director, Preet - asked Satish to attend the meeting as this would give him an exposure into his new role.

At the beginning of the meeting, Preet introduced Satish very briefly to the VP. The meeting started with an address from the VP and soon it got into a series of questions from him to every Product Manager. George, of course, was pretty thorough with every single product of the company and he was known to be pushy and a blunt veteran in the field. Most of the Product Managers were very clear of George's ways of working and had thoroughly prepared for the meeting and were giving to the point answers. George then started with Satish. Satish being new to the product, was quite confused and fared miserably.

Preet immediately understood that George had possibly failed to remember that Satish was new to the job. He thought of interrupting George's questioning and giving a discrete reminder that Satish was new. But by that time, George who was pretty upset with the lack of preparation by Satish made a public statement "Gentlemen, you are witnessing here an example of sloppy work and this can't be excused".

Now Preet was in two minds - should he interrupt George and tell him that Satish is new in that position OR should he wait till the end of the meeting and tell George privately. Preet chose the second option. Satish was visibly angry at the treatment meted out by George but he also chose to keep mum. George quickly closed the meeting saying that he found in general, lack of planning in the department and asked Preet to stay back in the room for further discussions.

Before Preet could give any explanation on Satish, George asked him "Tell me openly, Preet, was I too rough with that boy?" Preet said "Yes, you were. In fact, I was about to remind you that Satish is new to the job". George explained that the fact that Satish was new to the job didn't quite register with him during the meeting. George admitted that he had made a mistake and asked his secretary to get Satish report to the room immediately.

A perplexed and uneasy Satish reported to George's room after few minutes. George looking Satish straight into his eyes said "I have done something which I should have never even thought of and I want to apologies to you. It is my mistake that I did not recollect that you were new to the job when I was questioning you". Satish was left speechless. George continued "I would like to state few things clearly to you. Your job is to make sure that people like me and your bosses do not make stupid decisions. We have good confidence in your abilities and that is why we have brought you to the Head Office. For everybody, time is required for learning. I will expect you to know all the nuances of your product in three months time. Until then you have my complete confidence". George closed the conversation with a big reassuring handshake with Satish.

**Questions:**

- (i) What do you understand by this case study?
- (ii) If you were in Satish's place, how would you respond to George's apology?

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MBA IV Semester Regular & Supplementary Examinations September/October 2022

**GLOBAL HUMAN RESOURCE MANAGEMENT**

(For students admitted in 2018, 2019 & 2020 only)

Time: 3 hours

Max. Marks: 60

All questions carry equal marks

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**SECTION – A**

(Answer the following: 05 X 10 = 50 Marks)

- 1 Evaluate the differences between Domestic HRM and Global HRM. 10M  
OR
- 2 Outline the challenges before Global HRM in the present day business environment. 10M
- 3 What do you understand by cross cultural differences? Explain with some examples. 10M  
OR
- 4 Outline the cultural issues involved in Global HRM. 10M
- 5 Elucidate the sources recruiting employees at global level. 10M  
OR
- 6 Define compensation. Explain about the structure of international compensation. 10M
- 7 Evaluate the need for training employees in global organizations. 10M  
OR
- 8 What is cross-cultural training? What are the issues involved in it? 10M
- 9 What are the functions of trade unions at International level? 10M  
OR
- 10 Briefly write about global industrial relations in USA. 10M

**SECTION – B**

(Compulsory question, 01 X 10 = 10 Marks)

- 11 **Case Study/Problem:** 10M  
You have been assigned to Mexico for a two year international assignment. Your task is to support the development of a new subsidiary. During the first weeks of your stay in Mexico you experience again and again that your Mexican employees as well as your suppliers and customers are never on time. Now you are sitting in a restaurant and you are waiting for the sales director of one of your Mexican suppliers. Your meeting was at 12.30 but it is already 13.00 and the person you were waiting for did not show up. As you have another appointment at 13.30 you ask for the bill, still hungry! Exactly at this moment the Sales Director shows up - half an hour late.  
**Questions:**
  - (a) How do you react? What reaction do you expect from your Mexican partner?
  - (b) Which reactions would be interculturally competent and which would not be?

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