

GLOBAL HUMAN RESOURCE MANAGEMENT

(For students admitted in 2017 & 2018 only)

Time: 3 hours

Max. Marks: 60

All questions carry equal marks

SECTION – A

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

- 1 Is Global HRM more challenging when compared to HRM? Justify with your answer.
OR
- 2 Explain the significance of Global HRM in today's world.
- 3 What is cultural shock? What are the strategies to be adopted by the employer to mitigate the cultural shock of employees?
OR
- 4 Discuss in detail about cross cultural research methodologies.
- 5 Explain various factors that affect international compensation.
OR
- 6 Explain in detail about the components of international compensation package.
- 7 Explain the issues involved in managing performance of employees in the global context.
OR
- 8 (a) Discuss the prerequisites for effective performance management of an MNC.
(b) What are the areas of international training and development? Discuss.
- 9 (a) Explain the significance of dispute resolution in the context of global HRM.
(b) Discuss the role of quality circles in the performance of an organization.
OR
- 10 Discuss the HR practices prevalent in European countries.

SECTION – B

(Compulsory question, 01 X 10 = 10 Marks)

11 **Case Study: Problem**

Towers Pharmaceuticals UK is based in Farnborough and is a subsidiary of a US parent company. Towers manufactures under licence a range of drugs developed in the United States. There are 400 employees carrying out technical (laboratory), manufacturing, sales, distribution and administrative duties. A performance appraisal system developed in the United States was introduced few years ago.

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The stated aims of the system were to:

- Promote strategic alignment and respond to business needs;
- Facilitate clear communication and understanding of objectives;
- Ensure that levels of performance were assessed regularly to determine areas for improvement and identify under-performers;
- Reinforce high-performance attitudes.

The system runs over the calendar year as follows:

The company's overall budget is set in January; from this the most senior managers' objectives are established and are then cascaded down to managers. Objectives for individuals are set by their managers once a year. Between November and January a review meeting takes place at which staff are appraised by their line manager on how well they have achieved their objectives and rated on a scale of one to five. The manager completes an appraisal form that is sent to the HR department.

No managers or other members of staff were consulted on the system, which was imported as a whole from the parent company. They were issued with a handbook prepared in the States that described the scheme, and most managers, but not their staff, attended a half-day course on how they should operate it.

At the end of the second year an outside consultant was asked to analyze the impact of the scheme. She conducted a number of focus groups and came to the stark conclusion that it wasn't working well at all, primarily because line managers were not interested in doing it, or were not capable of doing it, or both. She reported the following typical comments from staff:

- Some managers do the job fairly well; others just do the job to get it over.
- Line managers are used to being told what to do, and we are trying to move away from that and give them free rein. They can't actually deal with that, they can't cope with that.
- You've just done your job ordinarily and you don't think twice about it. You don't need praise.
- My team leader doesn't know us. And he marks us down on things. But he doesn't speak to anyone on the section. So how can he mark you personally when he doesn't know you?
- I know what my job is but I couldn't tell you what my objectives are.
- I don't think anyone here could really link their objectives to the critical success factors.
- If anything goes wrong in my area, it's always not: 'How shall we fix it?' but: 'Who did it?'
- How does it work for me? – Not very well.
- I don't think anything new comes up at the appraisal. You're further away from the occasion and the discussion is more diluted. There shouldn't be that many surprises. You should be aware of what's happened. Appraisals are just a formality.
 - Initially I thought it was a worthwhile exercise but I now think it's just total repetition. I know before I go in what conversation I'm going to have.

Questions for discussion:

- (a) What is the Performance Management Process followed in Towers Pharmaceuticals?
- (b) What are the features of Performance Management System at Towers Pharmaceuticals?
- (c) You are the HR manager and has been asked to identify the problems and consider any changes to the present system that might be required.

Code: 17E00409

MBA IV Semester Supplementary Examinations November/December 2019

GLOBAL HUMAN RESOURCE MANAGEMENT

(For students admitted in 2017 only)

Time: 3 hours

Max. Marks: 60

All questions carry equal marks

SECTION – A

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

1 What is international human resource management? Explain the strategic role of international HRM.

OR

2 How does global HR planning differ from HR planning?

3 Describe two aspects of cultural differences and their impact on HRM practices.

OR

4 Discuss in detail about Hofstede's Herme's study.

5 Explain the concepts of expatriate and repatriate in the context of international human resource management.

OR

6 Explain the problems of Women in the context of international assignments.

7 Explain the need for training and development in the global perspective.

OR

8 What is performance management? Explain the process of performance management in MNCs.

9 What are the most important factors that are involved in the personnel training?

OR

10 Explain the relationship between productivity and quality of work life in the context of globalization.

SECTION – B

(Compulsory question, 01 X 10 = 10 Marks)

11 **Case Study:**

Blue jeans are a legendary component of American culture from 1873, when Levi Strauss patented the riveted denim jeans. Levi Strauss doesn't actually make the jeans in the United States.

In the late 1990 and early part of this decade, Levi Strauss undertook a substantial shift in the location of its manufacturing operations. By 2004, Levi Strauss had shut down its domestic operations and moved production facilities to foreign countries such as Mexico and China. Costs were a major factor for this decision. What might cost \$6.67 to make in US costs about \$3 in Mexico and \$1.50 in China? However, these changes have their own cultural perspectives with different work cultures prevailing in these countries.

Questions:

- (a) What are the various environmental challenges you will anticipate as HR manager? What are various HR challenges you face while working in cross – cultural environments?
- (b) What are the actions you take as HR manager while establishing organization in different countries?

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MBA IV Semester Regular Examinations May 2019
GLOBAL HUMAN RESOURCE MANAGEMENT
(For students admitted in 2017 only)

Time: 3 hours

Max. Marks: 60

All questions carry equal marks

SECTION – A

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

- 1 Differentiate domestic HRM and global HRM.
OR
- 2 What are the issues and challenges in global HRM?
- 3 Discuss in detail about various research methodologies in cross culture.
OR
- 4 Explain the process of selecting global assignment.
- 5 What is global HR planning? Explain the salient features of global HR planning.
OR
- 6 What is compensation? Explain international compensation structure.
- 7 Explain in detail the performance management system at international level.
OR
- 8 What are the major issues involved in developing cross cultural teams?
- 9 List the various types of trade unions.
OR
- 10 What are the various challenges that HR face in creating new jobs through globalization?

SECTION – B

(Compulsory Question, 01 X 10 = 10 Marks)

11 **Case study:**

A large, well known Canadian company had found full depreciation of the equipment which was used to make specialized automobile companies for North American automobile producers. Although the equipment had been well www.jntuonline.com Page 2 of 2 maintained and worked well, it required to be handled by a large number of laborers. The result was the high labor costs that made the company's brake assemblies, manufacturer, and related products unprofitable. A decision was made to replace the equipment with more highly automated, numerically controlled machine tools. Since the economic value of the old equipment exceeded its value as scrap, the equipment was shipped to the company's Brazilian operations, where labor costs were considerable lower. Upon arrival and after the setting up of a new facility, the company received numerous profitable orders from Brazil's rapidly growing automobile industry. Though the labor hours per product remained about the same the lower Brazilian labor rates allowed the new facility to be profitable. Soon a second shift was added and with it problems began.

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The equipment began to experience a growing “downtime” because of machine failures and quality-particularly on part dimensions-declined dramatically. At a staff meeting the Brazilian plant manager met his staff, including several industrial engineers who had been trained in Canada and the United States. The engineers argued that the problems were almost certainly caused by maintenance since the machinery had worked well in Canada and initially in Brazil. The HR director agreed that it was perhaps the question of maintenance of the old machinery but he also noted that many of the non-machine instructions and maintenance manuals had not been translated into Portuguese. He also observed that the problems began after the second shift was hired.

Question:

From the discussion of job analysis information and job design, what actions would you recommend to HR department?
