

Code: 14E00409

MBA IV Semester Supplementary Examinations November 2016

GLOBAL HUMAN RESOURCE MANAGEMENT

(For students admitted in 2014 only)

Time: 3 hours

Max. Marks: 60

All questions carry equal marks

SECTION – A

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

- 1 What do you mean by globalization? Discuss important global issues in managing human resources in service sector organizations.
- OR**
- 2 Illustrate with examples the problems and opportunities related to small and medium sized business in the global environment.
- 3 What is culture? Explain the five dimensions defined by Geert Hofstede to measure cultural distance between different cultures of the world.
- OR**
- 4 Discuss about various cross-cultural research issues to be considered in international human resource management.
- 5 Bring out the differences between parent-country nationals (PCNs) and third country nationals (TCNs).
- OR**
- 6 What is international assignment? Explain the process of human resource planning for an international assignment.
- 7 Discuss the measures for evaluating the global HRM practices.
- OR**
- 8 What is the role of training agencies in designing training programmes and imparting training to diversified global workforce? Explain.
- 9 What is conflict? How conflicts can be resolved in multinational business firms?
- OR**
- 10 What are the main incentives for management to engage in an international dialogue with representatives of their workforce?

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SECTION – B

(Compulsory Question)

01 X 10 = 10 Marks

11

Three HR experts: Caught in a triangle HR conflict:

A Malaysian electronics company promoted its HR manager, who is also South Korean and a bachelor degree holder in psychology to the level of the CEO of the company, based on his commitment and seriousness in rendering his responsibilities in his earlier jobs in different departments as well as at various levels. The company employed an Indian expatriate – a master degree holder in human resource management as the head of human resource department and a Fiji national – who did his master's programme in political science and a senior executive of a professional human resource association as assistant human resource manager. These three executives used to share their experiences and knowledge in human resource management in formulating human resource management policies, crafting human resource, as well as organizational strategies and human resource practices of the company.

The assistant human resource manager brought vibrant policies designing human resource strategies in his area of operations of compensation management and earned the credits for his performance from the human resource manager as well as from the CEO of the company. Having earned the credit of the superiors, the assistant human resource manager, acquired the workplace cultures of an average Malaysian company like moonlighting, flexible work schedules, flexible timings and flexible work programs that affect the work performance of the employee as well as the supply chain and the organizational performance adversely.

The head of human resource department and the CEO were aware of the developments leading to the shifts in the work behavior of the assistant human resource manager and consequently its adverse effects on the delivery of output to the internal customers, work schedules and ultimately performance of the employee concerned and the department as a whole. However, they were tolerating the behavior of the assistant human resource manager and have given the benefit of doubt in his favour.

Ultimately, the level of irregularity cropped up leading to a noticeable event. The CEO informally told the assistant human resource manager to meet him to discuss the problem and settle the issue. The assistant manager paid a deaf ear and resorted to an unexpected and undesirable behavioral situation, resulting in a three dimensional whistle blowing in the company.

Questions:

- (a) Is it the cultural variation consequent of the different nationalities of the three executives resulted in an undesirable situation?
- (b) Is it the workplace culture that resulted in an undesirable situation, despite the fact that all three executives are from HR background?
- (c) Is it parental ego of all the three executives due to either position or due to knowledge that resulted in whistle blowing?
- (d) What global HR strategies would you suggest to prevent such situations?
