

Code No: **21BA4T5HA**

**II MBA - II Semester – Regular / Supplementary Examinations
MAY 2024**

GLOBAL HRM

Duration: 3 Hours

Max. Marks: 70

- Note: 1. This question paper contains three Parts-A, Part-B and Part-C.
 2. Part-A contains 8 short answer questions. Answer any **Five** Questions.
 Each Question carries 2 Marks.
 3. Part-B contains 5 essay questions with an internal choice from each unit.
 Each Question carries 10 marks.
 4. Part-C contains one Case Study for 10 Marks.
 5. All parts of Question paper must be answered in one place

BL – Blooms Level

CO – Course Outcome

PART - A

		BL	CO
1. a)	Define Global HRM.	L1	CO1
1. b)	Write a short note on Employee Development.	L1	CO2
1. c)	Explain International Staffing	L2	CO3
1. d)	Explain the concept of Cross Cultural Relations.	L2	CO3
1. e)	What is Cross Cultural Communication?	L1	CO3
1. f)	Briefly explain Approaches of Compensation.	L2	CO4
1. g)	What do you mean by HRD Climate?	L1	CO5
1. h)	Define Performance Appraisal.	L1	CO2

PART – B

			BL	CO	Max. Marks
<u>UNIT – I</u>					
2.	a)	Explain the role of HRM in Global Perspective.	L2	CO1	5 M
	b)	Illustrate the challenges faced by the HRM due to the Globalization?	L3	CO1	5 M

OR					
3.	a)	Illustrate the external factors influence the effectiveness of Global HRM.	L3	CO1	5 M
	b)	Explain the difference between Domestic and International HRM.	L2	CO1	5 M
<u>UNIT – II</u>					
4.	a)	Discuss the significance of Global HR Planning in the present scenario.	L2	CO2	5 M
	b)	Define Human Recourses Planning. Explain the process of HR Planning in Multinational Companies.	L4	CO2	5 M
OR					
5.	a)	How you identify the training needs of the employees who are working Globally?	L2	CO2	5 M
	b)	Explain various international assignments can be assign to the women employees.	L4	CO2	5 M
<u>UNIT-III</u>					
6.	a)	Explain are the factors influenced on Cross Cultural relations in the organization.	L2	CO3	5 M
	b)	Discuss the important elements in cross culture.	L2	CO3	5 M
OR					
7.	a)	Discuss the study of cross cultural theory of Hofstede.	L2	CO3	5 M
	b)	Explain the role of cross cultural teams in organization development.	L4	CO3	5 M
<u>UNIT – IV</u>					
8.	a)	Illustrate are the important elements in International Compensation.	L3	CO4	5 M

	b)	Identify the important factors involved in the International Compensation Policy.	L2	CO4	5 M
OR					
9.	a)	Explain the Job evaluation methods to fix the compensation.	L4	CO4	5 M
	b)	Write a note on impact of global compensation on Indian compensation, with relevant examples.	L2	CO4	5 M
<u>UNIT – V</u>					
10.	a)	Illustrate the measures you can suggest in designing effective HRD climate.	L3	CO5	5 M
	b)	Explain a strategic frame work to face the HRD problems.	L2	CO5	5 M
OR					
11.	a)	Discuss the factors influencing on work life balance in the present Globalization Era.	L2	CO5	5 M
	b)	Explain the challenges faced by the organization in creation of new jobs, explain this in the present conditions happening Globally.	L2	CO5	5 M

PART –C

		BL	CO	Max. Marks
12.	Although SCA's history dates back to a number of 1700 th century companies its present history did not start until 1929 when the company was incorporated as a holding company for some ten forest companies producing sawn goods and paper pulps in northern Sweden. Today SCA has developed into a global consumer goods and paper	L3	CO2	10 M

	<p>company that develops, produces and markets personal care products, tissues, packaging solutions, publication papers and solid-wood products with an annual turnover of 96385 million SEK. SCA has about 51,000 employees in some 50 countries around the globe. The workforce is mainly, situated in Sweden, Germany, UK and US. Each of those countries has approximately 5000–6500 employees.</p> <p>SCA ensures that host country operations conform both to the country's status and the company's status. Although, the decentralised characteristic of the organisation SCA still work very closely with other business units around the world. Therefore it is a common case that employees at different levels of the organisation will meet and interact with employees from other countries. As a result employees will learn how to do things outside of their own perspective. SCA provides with a lot of opportunities to go abroad to work and the employees feel that they can make a difference since it is an environment open for changes. SCA's code of conduct is based upon the core values of Respect, Excellence and Responsibility, which brings together a set of universal standards that indicate what SCA expects of its businesses and employees regardless of location or background. However, these standards are not entirely new as they update revise and summarise in one convenient place many of the policies and principles SCA has remained over several years.</p> <p>Facilitating Adjustment</p> <p>The factor of role is not regarded as decisive for work adjustment by Mr. Gatenheim as he claims</p>			
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	<p>that an expatriate manager does not behave any differently in the host-country than he would in the home-country. The style of leadership is connected to a person's personality and is for that reason difficult to change. In addition, it is not expected by the expatriate to behave in any particular way as long as he/she conforms to the ethical codes of a country and that he/she appear as an excellent representative of SCA. Role discretion is not considered of high importance for expatriates during an assignment. However, the company puts emphasis on expatriate managers to be aware of the fact that employees from different countries perceive managers differently. Mr. Gatenheim explains that an expatriate manager whose style of leadership does not correlate with the local circumstances risks to be replaced. SCA provides the expatriate with the necessary support needed to facilitate adjustment. However, it is important to have in mind that they do not receive any other additional support compared to employees in the home-country. Mr. Gatenheim states that there are no formal support strategies between co-workers and expatriates. However, SCA develops social networks with the purpose of creating a forum for expatriates and their families to ventilate and reflect with others in the same situation. The organisation brings together expatriates from the same nationality or origin in order for them to remain their familiar social bounds. Although the social support from co-worker is an important aspect for facilitating adjustment, the company claims that the most important relationship is the superior co-worker relationship.</p>			
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	<p>Local managers brief the employee so that he/she will have a chance to become familiar with his/her workplace. The introduction introduces the employee to the organisation he/she will soon gain good overall picture of the organisation as they are presented with the product, its way of producing, marketing, the organisation etc. The employee is also presented with the organisation's values and policies. Moreover, the organisational culture of SCA is distinguished by care and compassion for the employee and there is always someone who you can talk to when difficulties arise. In addition, relocation firms are hired when the expatriate arrive to his/her destination with the purpose of providing logistical support by managing all the practical aspects of moving to another country. This is done in order to facilitate adjustment at a much faster pace, so that the expatriate can focus on his/her work immediately instead of arranging the new place of living Mr. Gatenheim explains that although the organisation is relatively decentralised the organisational culture remains the same and as a result expatriates are not experiencing any difficulties of adjusting to the new workplace. However, in newly acquired businesses it could be difficult for managers of the original company to adjust to the new organisational culture as the new control makes them feel uncomfortable. In many instances the organisation eventually has to dismiss the manager in order to make the transition successful. Managers in minor companies can often remain in office for a while but in the long run it becomes difficult for them to adjust and they are eventually</p>			
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	<p>dismissed. The expatriation strategies of SCA are no different for an employee of higher rank or someone with different work tasks.</p> <p>All contracts and policies are handled from Sweden in order to ensure that everyone is treated equally. It is noticeable that the whole process becomes more effortlessly the more often people move as they learn how to manage changes. The reality is that the majority of the expatriates who leaves the home country for a mission abroad advance in their career by moving on with other tasks in other countries. However, the expatriate's compensation is to some extent affected by his/her origin, but that will be further discussed in the compensation section. SCA is aware of the fact that in order for an expatriate to be successful in his/her new environment support to the family is an important factor. For that reason SCA has developed a well thought out strategy for supporting the family both financially and logistically. The families are handed a pension plan and employment when it is possible. However, a majority of the spouses, mostly women, do not want the company to find them a job in the new country. Mr. Gatenheim explains that 92 percents of the expatriates are from countries outside Sweden and for them it is not as common that the wife has a career of her own, she prefers to stay at home taking care of the family. In some locations it is very difficult to find a suitable job for the spouse a fact that obviously becomes complicated for the dual-career couple. Furthermore, Mr. Gatenheim states that the company compensate its expatriates costs for education and day-care.</p>			
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	<p>Sometimes candidates turn down an opportunity to work abroad since they do not believe that their family will enjoy it there. However, that is very unusual and those cases are most often linked to expatriates being placed in developing countries. Concerning what individual characteristics that are determining for an expatriate's adjustment the respondent states that self-awareness is a key for a successful assignment. Flexibility is another aspect regarded important by Mr. Gatenheim. These aspects are tested carefully before an expatriate is selected.</p> <p>Mr. Gatenheim further explains that the expatriates who are sent on foreign assignments always has the qualities of being a good worker and competent in the field of finance or engineering. Another aspect that SCA considers important is language as the company claims that employees with operative tasks must master the language, especially from a safety perspective. However, when it comes to more demanding positions such as specialist or international consultants then the shared and most accepted language is English.</p> <p>Question:</p> <p>How does SCA ltd. facilitate adjustment of its expatriates?</p>			
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