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MASTER OF BUSINESS ADMINISTRATION (M.B.A.)
EXAMINATION: DECEMBER - 2023
SEMESTER - IV

Sub: Cross Cultural and Global Human Resource Management (MHRM404)

Date: 26/12/2023

Total marks: 60

Time: 10.00am to 12.30pm

SECTION – I

Q. 1. Fill in the blanks. (5)

1. A country in which the headquarters of company are located are classified as
 - a) Foreign Country
 - b) Home Country national
 - c) Expatriate
 - d) None of the above
2. HR plans for any organization does not include
 - a) Personnel Planning
 - b) Production Planning
 - c) Compensation Planning
 - d) Training and Development
3. What does "TCN" stand for?
 - a) Host country National
 - b) Expatriate
 - c) Home Country National
 - d) Third Country National
4. The non-citizen employees of a country in which they are working is classified as
 - a) Expatriate
 - b) Subordinates
 - c) Co-ordinators
 - d) None of the above
5. Lump sum payments given to employees, who move from one assignment to another are classified as
 - a) Cash
 - b) Diwali Bonus
 - c) Mobility Premium
 - d) None of the above

Q. 2. Answer the following. (Any Two) (20)

1. Explain the concept of Expatriate Management in detail.
2. Describe the Strategic role of Human resources Management under Global HRM.
3. Give some tips for Managers on Supervising Remote Workers or Managing Remote employees
4. Elaborate the concept of Repatriation.

Q. 3. Write notes on. (Any Two) (10)

1. Global HRM
2. Cross-Cultural Leadership Challenges
3. Equal Employment Opportunity

SECTION – II

Q. 4. Case Study

(15)

'Drone designs' a Canadian Multinational manufactures and sells commercial airplane engines worldwide. It currently has over 2,000 employees in its three locations, including 1000 at its global headquarters in Canada, 600 at a manufacturing plant in the U.S., and now over 400 at its newest manufacturing plant in Mexico.

The firm is having problems communicating and sharing its corporate values and policies with its newest employees in Mexico. The only experience Drone has had in opening a new subsidiary prior to Mexico was in the U.S., where corporate values and policies were taken up by American employees with little difficulty. The problems in the Mexican plant seem to centre around poor communications between the managers, who are mostly Canadian, and its new employees, who are mostly from Mexico.

"We want our corporate culture to be the same everywhere," explains Drone's CEO, Ms. Mary Avery, to you over lunch. "We want everything we do in Canada to be the accepted, standard practice across all of our locations, but that just doesn't seem to be getting across to our employees in Mexico." Avery continues by telling you that all new employees are trained in Drone's corporate culture via discussions with their managers and corporate brochures/reading materials. She says that her Canadian managers in Mexico are frustrated with the Mexican workers' abilities to learn Drone's culture and that; as a result, productivity at the plant has been negatively impacted.

You investigate the issue by speaking with managers and employees at the new subsidiary in Mexico. The managers complain that employees at the new plant do not speak their mind very often, and often seem to stress harmony with each other over learning Drone's culture. Managers are also frustrated that staff meetings frequently start late due to the lateness of employees. The employees, who are younger than their managers on the average, are frustrated that they are not told exactly how to do their tasks; instead, they are told to read their employee manuals for guidance. They are concerned that Drone managers are too impatient with them about learning the policies. They feel they have been left to their own devices to figure out how things work, which often causes them to stay late at work. What is more, staying late on their shifts often causes them to be late for staff meetings, where they are often berated by managers for not acting like "good Canadian employees".

After your examination you become convinced that the problem Drone is experiencing relates to culture, and you prepare your report accordingly.

Questions:

1. Do you think Drone's management is taking a more standardized or a more localized approach to their human resources management? Why do you think this?
2. What will you do to normalize the situation?
3. Suggest a suitable title for this case.

Solve the above case using following steps.

- Step 1: Write down facts of the case
- Step 2: SWOT analysis of the case
- Step 3: Give your assumptions
- Step 4: Answer the questions
- Step 5: Title the case

Q. 5. Answer the following:

(10)

- a) How does communication and family factor play an important role in selection of employees for International Assignments?

OR

- b) Throw some light on Cross-Cultural Talent Attraction and Retention with an example.