



**SIDDHARTH INSTITUTE OF ENGINEERING & TECHNOLOGY
(AUTONOMOUS) :: PUTTUR**

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QUESTION BANK (DESCRIPTIVE)

Subject with Code : (16MB745) GLOBAL HUMAN RESOURCE MANAGEMENT

Course & Branch: MBA IYear II - Sem

Regulation: R16

UNIT-I

1. Define IHRM. Mention the objectives international HRM. [10M]
2. Elaborate the models of international HRM. [10M]
3. Explain the approaches relevant to international HRM. [10M]
4. Distinguish between domestic HRM and international HRM. [10M]
5. Explain scope of International Human Resource Management. [10M]
6. Enumerate the major factors that influence international HRM. [10M]
7. Definition of IHRM and its importance of international HRM. [10M]
8. Define expanding role of international HRM. [10M]
9. Define the Global issues in international HRM. [10M]
10. Explain the challenges of international HRM. [10M]

UNIT-II

1. Define culture and its characteristics of culture. [10M]
2. Explain the cultural variables and its categories of cross-culture variables. [10M]
3. Explain the elements of culture. [10M]
4. Define cultural variables and its effect on work environment. [10M]
5. Define cross culture differences and factor constituting cultural differences. [10M]
6. Explain cross culture research/Analysis Methodologies. [10M]
7. Explain the problems associated with cross culture research. [10M]
8. Write a detail note on Hofstede's cross cultural difference. [10M]
9. What are the factors affecting cultural variables. [10M]
10. Explain evolution of cross-cultural research methods. [10M]

UNIT-III

1. What is international staffing? Outline the nature of international staffing. [10M]
 2. Discuss various staffing sources in international staffing. [10M]
 3. Explain the process of staffing along with diagram. [10M]
 4. Write a detail notes on international HR planning. [10M]
 5. Elaborate recruitment in international context. [10M]
 6. Enumerate the various criteria which should be considered with selecting employees at international level. [10M]
 7. Define expatriate. Explain expatriate selection process for global assignment. [10M]
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8. What is repatriation? Discuss repatriation process in detail? [10M]
9. Define international compensation and its components. [10M]
10. Explain differences between PCN's and TCN's [10M]

UNIT-IV

1. What are international performance management and its features? [10M]
2. Enumerate process of international performance management. [10M]
3. Explain cross-culture training and its methods of cross culture training. [10M]
4. Define the evaluating performance appraisal program. [10M]
5. Define the essential and functions of agencies. [10M]
6. Explain how global hrm practices can be evaluated. [10M]
7. Explain performance management and its process. [10M]
8. What is competency appraisal? Explain its process? [10M]
9. Define learning and dimensions of learning styles. [10M]
10. What do you mean by international training and development? [10M]

Unit - V

1. Define industrial international relation in detail. [10M]
2. Define trade union and its functions and characteristics. [10M]
3. What is meant by collective negotiation? Discuss the process and importance of collective negotiation. [10M]
4. Explain the concepts of international conflict. [10M]
5. Explain quality circle and process/steps are involved in quality circle. [10M]
6. What is meant by participative management and explain benefits of worker Participation in management? [10M]
7. Write a detail notes on people management in USA. [10M]
8. How people are managed in Asian countries? Explain. [10M]
9. Explain difference between labour relation practice in Europe and USA. [10M]
10. Discuss people management in Middle East. [10M]

CASE STUDIES

CASE STUDY 1:

The "Great Recession" has been hard on recruiters. As many employers have downsized, they also cut back on their recruiting efforts or brought them to a screeching halt. Some companies, like The More Store, have weathered the recession better than others. Employees at The More Store are encouraged to make recruiting a priority. They constantly have their eye on customers who would fit the unique culture, frequently approaching a good candidate right on the sales floor. In fact, 34 percent of the applicants to The More Store are referred by employees. And it isn't hard to persuade people to apply.. The company pays better wages than most retailers and provides health benefits for part-time employees. During the recession they did not layoff any employees.

It is the responsibility of every employee at The More Store, from top to down, to recruit employees. These efforts are so effective that advertisement for applicants is rarely necessary. That's because as customers enter the store, a trained sales associate talks up the benefits of

working for The More Store and all that the company offers. If the individual applies and is hired, the sales associate is given a Rs 1000 reward for successful recruiting..

Questions:

1. What are the advantages and disadvantages of relying on employees as a major source of recruiting new employees?
2. Explain how other recruiting sources may be effective for The More Store's recruitment.

CASE STUDY 2:

Imagine you're the Vice-President of human resources for a Fortune 500 company. You've spent your entire career attempting to enhance the workplace for employees to support their productive work in the organization.. You aligned the hiring process to serve the strategic needs of the organization, as well as implemented an effective performance management system. However, the performance management process is becoming less effective because managers are inflating employee ratings. Under this system, managers are evaluated as a 1, 2, 3 or 4, with 1 being the highest rating and 4 the lowest. In many cases, managers are required to give a 4 rating to the lowest 10 percent of employees each year. Those individuals receiving a rating of 4 for two consecutive years are often let go from the organization. The intent behind this system is that throughout the two-year process, evaluators are to meet frequently with the employees, counsel them, and provide necessary development opportunities.

Questions:

1. What type of evaluation process would you say is being used in this case?
2. Do you see these effects as positive or negative? Defend your position

CASE STUDY 3:

Central steel door corporation has been in business for about 20 years, successfully selling a line of steel industrial-grade, as well as the hardware and fittings required for them. Focusing mostly in United States and Canada, the company had gradually increased its presence from the New York City area, first into New England and then down the Atlantic Coast, then through the Mid-West and west and finally into Canada. The company's basic expansion strategy was always the same: Choose an area, open a distribution center, hire a regional sales manager and then let that regional sales manager help to staff the distribution center and hire local sales representative. Unfortunately, the company's traditional success in finding sales help has not ex-tended to its overseas operations. With the introduction of the new European currency in 2002. Mel Fisher, President of Central Steel Door, decided to expand his company abroad, into Europe. However, the expansion has not gone smoothly at all. He tried for three weeks to find a sales manager by advertising in the international Herald Tribune, which is red by business people in Europe and by American expatriates living and working in Europe. Although the ads placed in the tribune also run for about a month on the Tribune's website, Mr. Fisher so far has received only five applications. One came from a possibly viable candidate, whereas four came from candidates whom Mr. Fisher refers to as "lost souls" – people who seem to have spent most of their time travelling aimlessly from country to country sipping espresso in sidewalk cafes. When asked what he had done for the last three years, one told Mr. Fisher he had been on a "walkabout". Contd. in page 2

Page 1 of 2 Code: 14E00409 other aspects of his international HR activities have been equally problematic. Fisher alienated two of his U.S. sales managers by sending them to Europe to temporarily

run the European operations, but neglecting to work-out a compensation package that would cover their relatively high living expenses in Germany and Belgium. One ended-up staying the better part of the year, and Mr. Fisher was rudely surprised to be informed by the Belgian Government that his sales manager owed thousands of dollars in local taxes. The managers had hired about 10 local people to staff each of the two distribution centers. However, without full-time local European sales managers, the level of sales was disappointing, so Fisher decided to fire about half the distribution center employees. That's when he got an emergency phone call from his temporary sales manager in Germany: "I have just been told that all these employees should have had written employment agreements and that in any case we cannot fire anyone without at least one year's notice and the local authorities here are really up in arms. Boss, I think we have a problem".

Questions:

- (a) Based on the case incident, compile a list of 10 international HR mistakes Mr. Fisher has made so far.
- (b) How would you have gone about hiring a European sales manager? Why?
- (c) What would you do now if you were Mr. Fisher?

CASE STUDY 4:

You have opened a manufacturing facility in China to supply components to your factories in Thailand, India and Europe. What differences in relations do you expect between the Chinese plant and the three destinations?

Suppose you have a productivity issue in the Chinese plant, how will you rectify it?
What issues do you need to address to overcome this difficulty?

CASE STUDY 5:

IKEA which may be the world's most successful global retail has grown into a global cult brand with 230 stores in 33 countries that host 410 million shoppers. To achieve global success, IKEA took some actions, for example in order to avoid the costs associated with shipping the product all over the world. IKEA works with suppliers in each of the company's big market and IKEA had to adapt its offerings to the tastes and preference of consumers in different countries. Besides, globalization of market and production are also important factors of IKEA's achievement.

Questions:

- a. How has the globalization of market benefited IKEA?
- b. How has the globalization of production be benefited IKEA?

CASE STUDY 6:

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.