

Internal Assessment Test - II

Sub:	INTERNATIONAL HUMAN RESOURCE MANAGEMENT						Code:	20MBAHR403	
Date:	12-07-2022	Duration:	90 mins	Max Marks:	50	Sem:	IV	Branch:	MBA

	Marks	OBE	
		CO	RBT
Part A - Answer Any Two Full Questions (2* 20 = 40 marks)			
1 (a) Define Global Performance Management.	[03]	CO2	L1
(b) Explain the factors influencing the choice between HCNs and PCNs.	[07]	CO3	L2
(c) Examine the key components of PMSs in detail Objectives of IHRM.	[10]	CO2	L3
2 (a) Describe the term Staffing.	[03]	CO3	L2
(b) Illustrate the factors affecting PMSs in detail	[07]	CO2	L3
(c) Outline the Motives for International Transfers.	[10]	CO3	L4
3 (a) Define the term PMSs	[03]	CO2	L1
(b) Examine the role of PMS in India.	[07]	CO2	L2
(c) Discuss the alternative forms of International Assignments.	[10]	CO3	L2
Part B - Compulsory (01*10=10 marks)			
4 Imagine that you have recently been hired as a human resources consultant by a Canadian multinational enterprise (MNE) called <i>Aero</i> . <i>Aero</i> designs, manufactures and sells commercial airplane engines and fuselages worldwide. It currently has over 1,000 employees in its three locations, including 500 at its global headquarters in Canada, 300 at a manufacturing plant in the U.S., and now over 200 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 <i>Aero</i> 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 <i>Aero</i> ’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 <i>Aero</i> ’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 <i>Aero</i> ’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 Aero'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 Aero 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 Aero is experiencing relates to culture, and you prepare your report accordingly.

- (a) Infer about your opinion regarding Aero's management is taking a more standardized or a more localized approach to their human resources management? [05]
- (b) Interpret regarding you think this (a). [05]

CO1	L4
CO1	L2

Course Outcomes (COs)		PO1	PO2	PO3	PO4	PO5
CO1:	Gain conceptual knowledge and practical experience in understanding the HR concepts globally.					
CO2:	Comprehend and correlate the strategic approaches to HR aspects amongst PCN's, TCN's and HCN's.	1a, 3a,	1c, 2b, 3b			
CO3:	Develop knowledge and apply the concepts of HR in global perspective.	2a,	1b, 2c, 3c		4a, 4b	
CO4:	Have a better insight of HR concepts, policies and practices by critically analyzing the impact of contemporary issues globally.					

Cognitive level	KEYWORDS
L1 - Remember	list, define, tell, describe, recite, recall, identify, show, label, tabulate, quote, name, who, when, where, etc.
L2 - Understand	describe, explain, paraphrase, restate, associate, contrast, summarize, differentiate interpret, discuss
L3 - Apply	calculate, predict, apply, solve, illustrate, use, demonstrate, determine, model, experiment, show, examine, modify
L4 - Analyze	classify, outline, break down, categorize, analyze, diagram, illustrate, infer, select
L5 - Evaluate	asses, decide, choose, rank, grade, test, measure, defend, recommend, convince, select, judge, support, conclude, argue, justify, compare, summarize, evaluate
L6 - Create	design, formulate, build, invent, create, compose, generate, derive, modify, develop, integrate

PO1–Theoretical Knowledge; PO2–Effective Communication Skills; PO3–Leadership Qualities; PO4 –Sustained Research Orientation; PO5 –Self-Sustaining Entrepreneurship

CI

CCI

HOD

Internal Assessment Test – I

Sub:	INTERNATIONAL HUMAN RESOURCE MANAGEMENT	Code:	20MBAHR403
Date:	11-06-2022	Duration:	90 mins
		Max Marks:	50
		Sem:	III
		Branch:	MBA

SOLUTION

		OBE	
		CO	RBT
Part A - Answer Any Two Full Questions (2* 20 = 40 marks)		Marks	
1 (a)	Define Global Performance Management. Impact on organizational objectives of ensuring that managerial decisions are both consistent with corporate strategy and meet local contexts and needs. Effective execution of PMSs.	[03]	CO2 L1
(b)	Explain the factors influencing the choice between HCNs and PCNs. <ul style="list-style-type: none"> • Technology. • Purpose of Appraisal. • Performance Standards. • Supervisor – subordinate relationships. • Reward systems. 	[07]	CO3 L2
(c)	Examine the key components of PMSs in detail Objectives of IHRM. <ul style="list-style-type: none"> • Goal Setting. {superior sets individual E’ees goals – Goal should be Specific, measureable, Attainable, Relevant and realistic & Timely} • Feedback. {Regular feedback to E’ees – constructive counselling} • Performance evaluation process guidelines. {Organizational handbook or operating manual – All E’ees should be familiar with the form and content of the performance evaluation system } <ul style="list-style-type: none"> – How will the evaluation be conducted? – Who will conduct the evaluation? – When will the evaluation be conducted? – What will be evaluated? 	[10]	CO2 L3
2 (a)	Describe the term Staffing. Different international orientations (Ethnocentric, Polycentric and Geocentric) – standard way to describe MNC staffing policies.	[03]	CO3 L2

<p>(b) Illustrate the factors affecting PMSs in detail.</p> <ul style="list-style-type: none"> • Technology. • Purpose of Appraisal. • Performance Standards. • Supervisor – subordinate relationships. • Reward systems. 	[07]	CO2	L3
<p>(c) Outline the Motives for International Transfers.</p> <ul style="list-style-type: none"> • Ensuring that total rewards policies are consistent with business strategies. • Developing total rewards policies that maximize recruiting and retention efforts. • Searching for talent in a global economy. • Developing cost-effective global total rewards policies. • Creating global total rewards policies that result in fair processes and outcomes. 	[10]	CO3	L4
<p>3 (a) Define the term PMSs.</p> <ul style="list-style-type: none"> • Goal Setting. {superior sets individual E’ees goals – Goal should be Specific, measureable, Attainable, Relevant and realistic & Timely} • Feedback. {Regular feedback to E’ees – constructive counselling} 	[03]	CO2	L1
<p>(b) Examine the role of PMS in India.</p> <ul style="list-style-type: none"> • MNCs into Indian Business has caused many domestic firms to review their PMSs and many report revising and upgrading existing systems. • There is a clear shift in the workplace, from traditional collectivist values to more of an individualist orientation. • Individual employees often expect and appreciate immediate and short-term rewards. • Many blue collar employees rely on their supervisors to ‘Take care of them’ • White collars professionals, especially those working in technology-related jobs, pride themselves in having the skills to manage their careers. 	[07]	CO2	L2
<p>(c) Discuss the alternative forms of International Assignments.</p> <ul style="list-style-type: none"> • Inpatriate assignments. {Transfer of subsidiary managers to the HQ for a specific period of time.} • Short term assignments. {Growing attention and helps MNCs to contain there costs} • Self-initiated assignments. {Employed on local work contracts} • Virtual assignments. {Competing needs for decentralization and global interrelation of work processes, in a more flexible ways.} 	[10]	CO3	L2
<p>Part B - Compulsory (01*10=10 marks)</p>			
<p>4 Imagine that you have recently been hired as a human resources consultant by a</p>			

Even I feel the same is the right approach to follow the same culture across the different units. It's always good if they follow the same culture in all the places so that it will be easy for the employees to be shifted in all the places in the different units.

--	--

Course Outcomes (COs)		PO1	PO2	PO3	PO4	PO5
CO1:	Gain conceptual knowledge and practical experience in understanding the HR concepts globally.	1.a, 2.a, 3.a,	1b,2 b,3b, 1c, 2c, 3c		4	
CO2:	Comprehend and correlate the strategic approaches to HR aspects amongst PCN's, TCN's and HCN's.					
CO3:	Develop knowledge and apply the concepts of HR in global perspective.					
CO4:	Have a better insight of HR concepts, policies and practices by critically analyzing the impact of contemporary issues globally.					

Cognitive level	KEYWORDS
L1 - Remember	list, define, tell, describe, recite, recall, identify, show, label, tabulate, quote, name, who, when, where, etc.
L2 - Understand	describe, explain, paraphrase, restate, associate, contrast, summarize, differentiate interpret, discuss
L3 - Apply	calculate, predict, apply, solve, illustrate, use, demonstrate, determine, model, experiment, show, examine, modify
L4 - Analyze	classify, outline, break down, categorize, analyze, diagram, illustrate, infer, select
L5 - Evaluate	asses, decide, choose, rank, grade, test, measure, defend, recommend, convince, select, judge, support, conclude, argue, justify, compare, summarize, evaluate
L6 - Create	design, formulate, build, invent, create, compose, generate, derive, modify, develop, integrate

PO1–Theoretical Knowledge; PO2–Effective Communication Skills; PO3–Leadership Qualities; PO4 –Sustained Research Orientation; PO5 –Self-Sustaining Entrepreneurship

CI

CCI

HOD

**Scheme of Evaluation
Internal Assessment Test II- July 2022**

Sub: **INTERNATIONAL HUMAN RESOURCE MANAGEMENT**

Code: 20MBAHR403

Date: 12-07-22 Duration: 90mins Marks: 50 **Sem:** IV

Branch: MBA

Note: Part A - Answer Any Two Full Questions (20*02=40 Marks)

Part B - Compulsory (01*10= 10marks)

Part	Question #	Description	Marks Distribution	Max Marks
A	1	a) Definition of Global Performance Management.	3	20 M
		b) Factors influencing the Choice between HCNs and PCNs. Mentioning only the Points Explaining the points with examples.	3 4	
		c) key components of PMSs in detail Objectives of IHRM Mentioning only the Points Explaining the points with examples.	4 6	
	2	a) Define the term Staffing. Meaning of Staffing	3	20 M
		b) Illustrate the factors affecting PMSs in detail. Mentioning only the Points Explaining the points with examples.	3 4	
		c) Outline the Motives for International Transfers. Mentioning only the Points Explaining the points with examples.	4 6	
	3	a) Define the term PMSs Meaning or definition	3	20 M
		b) Examine the role of PMS in India Mentioning only the Points Explaining the points with examples.	3 4	
		c) Alternative forms of International Assignments. Mentioning only the Points Explaining the points with examples.	4 6	
B	4	a) Write the opinion either positive or negative. b) Explain your point of view with reference to company view.	5 5	10 M

CI

CCI

HOD