

**Internal Assessment Test - III**

Sub:	INTERNATIONAL HUMAN RESOURCE MANAGEMENT					Code:	20MBAHR403			
Date:	03-08-2022	Duration:	90 mins	Max Marks:	50	Sem:	IV	Branch:	MBA	

		Marks	OBE	
			CO	RBT
<b>Part A - Answer Any Two Full Questions ( 2* 20 = 40 marks)</b>				
1 (a)	Define the term Mergers and Acquisitions.	[03]	CO4	L1
(b)	Explain the Political and institutional drivers of de-regulation.	[07]	CO4	L2
(c)	Examine the International Culture Management.	[10]	CO4	L3
2 (a)	Describe the term Ideational System.	[03]	CO4	L2
(b)	Illustrate the Work life balance with respect to practices and discourses.	[07]	CO4	L3
(c)	Outline the problems associated with de-regulation in a global context.	[10]	CO4	L4
3 (a)	Define the term Socio-cultural System.	[03]	CO4	L1
(b)	Examine the Martin’s Three Culture Perspectives.	[07]	CO4	L2
(c)	Discuss the Human Resource management in Cross-Border Mergers and Acquisitions.	[10]	CO4	L2
<b>Part B - Compulsory (01*10=10 marks)</b>				
4	The top management team at Vutroz Ltd. assembles a team of diverse and independent-minded executives to look in to its core processes. Most of its executives have been with the company for a long period of time and display similar leadership traits and perspectives.			
(a)	Infer about your opinion regarding will this team succeed.	[05]	CO4	L4
(b)	Interpret the case from the perspective of culture.	[05]	CO4	L2

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

<b>Cognitive level</b>	<b>KEYWORDS</b>
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**

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**Scheme of Evaluation  
Internal Assessment Test III– Aug 2022**

**Sub:** **INTERNATIONAL HUMAN RESOURCE MANAGEMENT**

**Code:** 20MBAHR403

Date: 03-08-22 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 Mergers and Acquisitions.	3	20 M
		b) Political and Institutional drivers of de-regulation Mentioning only the Points Explaining the points with examples.	3 4	
		c) Key components of International Culture Management Mentioning only the Points Explaining the points with examples.	4 6	
	2	a) Define the term Ideational System. Meaning of Ideational System.	3	20 M
		b) Illustrate the Work life balance with respect to practices and discourses Mentioning only the Points Explaining the points with examples.	3 4	
		c) Outline the problems associated with de-regulation in a global context Mentioning only the Points Explaining the points with examples.	4 6	
	3	a) Define the term Socio Cultural System Meaning or definition	3	20 M
		b) Examine the Martin's Three Culture Perspectives Mentioning only the Points Explaining the points with examples.	3 4	
		c) Discuss the HRM in Cross Border Mergers and Acquisitions 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

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Date:	03-08-2022	Duration:	90 mins	Max Marks:	50	Sem:	III	Branch:	MBA

### SOLUTION

		Marks	OBE	
			CO	RBT
<b>Part A - Answer Any Two Full Questions ( 2* 20 = 40 marks)</b>				
1 (a)	Define Mergers and Acquisitions.	[03]	CO2	L1
	<ul style="list-style-type: none"> <li>M&amp;A failures due to problems of integrating the different cultures and workforce of the combined firms.</li> <li>Dealing with integration processes in cross border M&amp;A, examining the potentially critical role that culture differences play in the M&amp;A process.</li> </ul>			
(b)	Explain the Political and institutional drivers of de-regulation	[07]	CO3	L2
	<ul style="list-style-type: none"> <li>HRM – Nationally contextualized in terms of Regulatory influence, National Cultures and Political Processes.</li> <li>The new ideational and ideological networks that emerge from the increasingly international nature of markets and economics create an environment where national governments and politics are felt to be less important.</li> <li>Vision of the global environment is configured in terms of different perspectives and within these general perspectives specific models such as the American Model emerge. The political dimension of IHRM is linked in theoretical terms atleast, to this policy oriented move away from state-led forms of regulations and towards the competitive advantage of new ‘flexible’ paradigms of work; competitive advantage that may come at considerable costs to workers.</li> </ul>			
(c)	Examine the International Culture Management.	[10]	CO2	L3
	<ul style="list-style-type: none"> <li>Capital, Strategy, Processes, Products, Structure, Technology and leadership are important, it is culture that ultimately determines the success of an organization and more importantly its sustainability.</li> <li>Culture management in mergers and acquisitions, states that culture has</li> </ul>			

	emerged as one of the dominant barriers to effective integrations and culture incompatibility was found to be the cause of 30 percent of failed integrations.		
2 (a)	Describe the term Ideational System. <ul style="list-style-type: none"> <li>• Cognitive school of Culture.</li> <li>• Structuralist school of Culture.</li> <li>• Multi-equivalence structure school of culture.</li> <li>• Symbolic school of culture.</li> </ul>	[03]	CO3 L2
(b)	Illustrate the Work life balance with respect to practices and discourses <ul style="list-style-type: none"> <li>• Demographic changes(Declining Labour force and an ageing population) and work intensification due to globalized competitive pressure.)</li> <li>• MNCs have introduced a range of HR practices such as flexible work arrangements, partly in response to these policy initiatives.</li> <li>• Family friendly work and family values, minimalist market based employer approach (Based on the needs of the employee Employer designs the work for an employee -&gt; Hong Kong)</li> <li>• Socio ecological systems – power, time, space and life stage.</li> </ul>	[07]	CO2 L3
(c)	Outline the problems associated with de-regulation in a global context. <ul style="list-style-type: none"> <li>• Standardization and labour market knowledge.</li> <li>• Labour standards and codes of practice.</li> <li>• Ethics, Values and Context.</li> </ul>	[10]	CO3 L4
3 (a)	Define the term Socio-cultural System. <ul style="list-style-type: none"> <li>• Functional school of culture.</li> <li>• Structural-functionalist school of culture.</li> <li>• Ecological-adaptationist school of culture.</li> <li>• Historical-diffusionist school of culture.</li> </ul>	[03]	CO2 L1
(b)	Examine the <b>Martin’s Three Culture Perspectives</b> <ul style="list-style-type: none"> <li>• Integration.</li> <li>• Differentiation.</li> <li>• Fragmentation.</li> </ul>	[07]	CO2 L2
(c)	<b>Managing cross-border integration: the HRM implications</b> <ul style="list-style-type: none"> <li>• Assessing culture in the due diligence phase.</li> </ul>	[10]	CO3 L2

	<ul style="list-style-type: none"> <li>• Undertaking a human capital audit and selecting the management team.</li> <li>• Effective communication.</li> <li>• Retaining talent.</li> <li>• Creating the new culture.</li> <li>• Managing the transition. <ul style="list-style-type: none"> <li>• Integration manager and transition team.</li> <li>• Moving with speed.</li> </ul> </li> </ul>		
	<b>Part B - Compulsory (01*10=10 marks)</b>		
4	The top management team at Vutroz Ltd. assembles a team of diverse and independent-minded executives to look in to its core processes. Most of its executives have been with the company for a long period of time and display similar leadership traits and perspectives.		
(a)	Infer about your opinion regarding will this team succeed. As the team members are from diverse and independent minded executives possibility that team will be performing more efficient.	[10]	CO1 L4
(b)	Interpret the case from the perspective of culture. Of course Yes as diverse team will always lead to success and team will be working effectively.	[10]	CO1 L2

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