

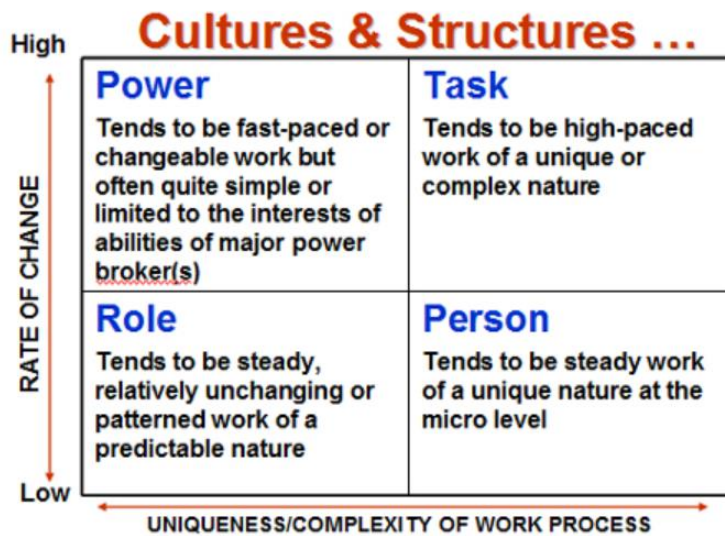
Internal Assessment Test – III , Set 1

Sub:	INTERNATIONAL HUMAN RESOURCE MANAGEMENT	Code:	20MBAHR403
Date:	01-09-2023	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)	Differentiate Mergers from Acquisitions. <ul style="list-style-type: none"> • When a merger happens, two companies combine together to form one company. • When Acquisitions happen when one company is taken over by another company. 	[03]	CO4	L2
(b)	Explain the Global Employment Relations in detail. <ul style="list-style-type: none"> • A globalized shared service structure having to deal with a number of different legislative frameworks and a variety of linguistic and cultural relationships. • A key tension for shared services lies between corporate structures and policies, and local practices and legal parameters; aligning these two potentially quite different constructs, and keeping the gaps between them as small as possible. 	[07]	CO4	L2
(c)	Illustrate the M&A challenges for HR in global context. <ul style="list-style-type: none"> • Examining the potentially critical role that culture differences play in the M&A process. Cultural difference has a negative impact on M&A performance • The problems of integrating the different cultures and workforce of the combined firms. • Dealing with integration processes in cross border M&A • Lack of International M&A experience also may increase possible failures (No anticipatory adjustments) • Staff retention • International relations 	[10]	CO4	L3
2 (a)	Explain the term Integration. <ul style="list-style-type: none"> • A post-merger integration is a process after the merger or acquisition, required to maximize the value of people and technology for an organization. 	[03]	CO4	L2
(b)	Illustrate any two models of organization culture diagrammatically. Edgar Schein’s Model:	[07]	CO4	L3



Charles Handy's Model:



(c) Describe Diversity management in detail.

[10]

CO4

L2

1. The concept of diversity is abstract and subjective.
2. Implementation techniques adoption like Diversity enlargement, diversity sensitivity through training, cultural audits, advisory panels, need to be taken up.
3. Demonstrating improvements
4. Building a business case
5. Managing contradictory evidences
6. Inexperience with process
7. Attitudinal issues
8. Communication and decision making

3 (a) What do you mean by CSR?

[03]

CO4

L1

9. Corporate social responsibility (CSR) is a strategy undertaken by companies to not just grow profits, but also to take an active and positive social role in the world around them. The term is also associated with the related term corporate citizenship.

(b) Examine the role of HR in sustainability attainment in CSR initiatives.

[07]

CO4

L3



(c) Outline the measures for successful multi-cultural management.

[10]

CO4

L4

- In spite of other resources like Capital, Strategy, Processes, Products, Structure, Technology and leadership, culture ultimately determines the success and sustainability of an organization.
- Culture has emerged as one of the dominant barriers to effective integrations and cultural incompatibility was found to be the cause of 30 percent of failed integrations.
- Have combination of global standards and local standards
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Part B - Compulsory (01*10=10 marks)

4 J&K is Indian MNC and has found itself in a position where it has a lot of excess cash. The company wants to channel this cash into creating higher growth rates. The software industry provides one of the highest rates of return in India. This is the reason why J&K has decided to make an acquisition in the software space, and Crown-Soft company came into the picture. One of Crown -Soft's strategic investor sold 20% shares to J&K, and it also bought 40% shares from open market . Given the present circumstances and opportunities, J&K feels that this is the easiest acquisition bet, they ever had. For Crown-Soft employees, its all shock and it is deemed as a completely hostile acquisition, and some of the key talent started putting off papers and moving to competitors.

(a) Infer the people issues involved in M&A.

[05]

CO4

L4

- In the integration phase of mergers and acquisitions, people issues include: 1) retention of key talent; 2) communications; 3) retention of key managers; and 4) integration of corporate cultures.

(b) Illustrate the measures that can turn an acquisition to non-hostile.

[05]

CO4

L3

1. Establish Clear Communication Channels. ...
2. Meticulous Integration Planning. ...
3. Consider Cultural Differences. ...
4. Maintain Customer Centricity. ...
5. Retain Key Talent. ...

6. Harmonize Systems and Processes. ...
7. Revisit and Reset Strategic Goals. ...
8. Evaluate and Optimize.

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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.					
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.	1a, 2a, 3a,	1b, 1c, 2b, 2c, 3b, 3c		4a, 4b	

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