

Schema-Internal Assessment Test - II

Sub:	Global HRM						Code:	22MBAHR404		
Date:	04/10/2025	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)	How ethics is relevant to an expatriate?.							[03]	CO5	1
Answer: Ethics is crucial for expatriates as they act as representatives of their home organization in a foreign cultural and legal environment.										
Relevance: 1. Cultural Sensitivity: Ethical awareness helps expatriates respect local customs, beliefs, and values while avoiding ethnocentric behavior. 2. Corporate Integrity: Upholding honesty, fairness, and transparency maintains the organization’s global reputation. 3. Compliance: Ethical conduct ensures adherence to host-country laws and international regulations (e.g., anti-bribery, labor standards).										
(b)	Explain briefly the different technologies which are extensively used in International Training Management.							[07]	CO4	2
Answer: Technology plays a vital role in managing and delivering international training programs effectively across borders.										
Key Technologies Used: 1. Learning Management Systems (LMS): Platforms like Moodle or SAP SuccessFactors manage global training content, tracking, and assessments. 2. Virtual Training Platforms: Tools such as Zoom, MS Teams, and WebEx facilitate real-time, cross-cultural training sessions. 3. E-Learning Modules: Self-paced multimedia modules provide flexible, multilingual learning experiences. 4. Artificial Intelligence (AI): AI-based personalization tailors training content to individual learning styles and cultural contexts. 5. Virtual Reality (VR) and Augmented Reality (AR): Used for immersive simulation-based learning—especially in leadership and safety training. 6. Mobile Learning Apps:										

	Allow global employees to access training materials anytime, anywhere. 7. Cloud-Based Knowledge Portals: Enable sharing of best practices and global learning resources among international teams.			
(c)	Analyze total rewards in GHRM context. Answer: Definition: Total rewards in Global HRM refer to all forms of financial and non-financial benefits provided to attract, motivate, and retain international employees. Components of Total Rewards: 1. Compensation: Base salary, foreign service premium, hardship allowance, and cost-of-living adjustments. 2. Benefits: Health insurance, retirement plans, education allowance, housing, and relocation support. 3. Work-Life Balance: Flexible work arrangements, family support programs, and leave benefits to ensure well-being abroad. 4. Recognition and Performance Rewards: Incentives, bonuses, and performance-based pay aligned with global standards. 5. Career Development Opportunities: International assignments, cross-cultural exposure, and leadership training enhance professional growth. Analysis in GHRM Context: • Cultural Relevance: Rewards must consider host-country values and expectations. • Equity and Fairness: Maintain internal equity across global locations while ensuring local competitiveness. • Strategic Alignment: Link rewards to global business goals, talent retention, and expatriate motivation. • Sustainability: Use total rewards as a long-term engagement and retention strategy for global talent.	[10]	CO5	4
2 (a)	State the meaning of diversity management. Answer: Meaning: Diversity Management refers to the strategic approach of recognizing, respecting, and valuing individual differences among employees in an organization, including nationality, gender, ethnicity, age, religion, culture, and abilities.	[03]	CO5	2

	Key Points: 1. It ensures equal opportunity and inclusion for all employees. 2. It helps organizations leverage diverse perspectives to enhance creativity, innovation, and decision-making. 3. Effective diversity management promotes a positive and equitable workplace culture in global organizations.			
(b)	Illustrate the different approaches of international compensation management International Compensation Management deals with designing and managing pay structures for employees working across borders, ensuring fairness and competitiveness globally. Major Approaches: 1. Home-Based (Balance Sheet) Approach: ○ The most common method. ○ Maintains the expatriate's home-country standard of living by adjusting for differences in cost of living, tax, and housing. ○ Components: Base salary + allowances (COLA, housing, education, hardship). 2. Host-Based Approach: ○ The expatriate is paid according to the local market salary of the host country. ○ Encourages localization and cost efficiency. 3. Headquarters-Based Approach: ○ Employees across all locations are paid according to the standards of the headquarters country. ○ Promotes internal equity but may cause external inequity. 4. Global or Regional Pay System: ○ Establishes a standardized global or regional compensation framework. ○ Suitable for global firms with consistent policies and international mobility. 5. Hybrid Approach: ○ Combines elements of home- and host-based systems. ○ Offers flexibility for short-term assignments or regional roles.	[07]	CO4	3
(c)	Evaluate Hofstede's cultural frameworks model. Answer: Introduction: Geert Hofstede's Cultural Dimensions Framework (1980) is one of the most widely used models to analyze national cultural differences and their impact on workplace behavior and management practices. Hofstede's Six Cultural Dimensions: 1. Power Distance (PDI): ○ Degree to which less powerful members accept unequal power distribution.	[10]	CO5	5

	○ <i>High PDI</i>: India, Malaysia – hierarchical structures accepted. ○ <i>Low PDI</i>: Denmark, Netherlands – participative management preferred. 2. Individualism vs. Collectivism (IDV): ○ Focus on individual goals vs. group harmony. ○ <i>Individualistic</i>: USA, UK. ○ <i>Collectivist</i>: Japan, China, India. 3. Masculinity vs. Femininity (MAS): ○ Degree to which achievement and competitiveness are valued over cooperation and quality of life. ○ <i>Masculine</i>: Japan, Germany. ○ <i>Feminine</i>: Sweden, Norway. 4. Uncertainty Avoidance (UAI): ○ Tolerance for ambiguity and risk. ○ <i>High UAI</i>: France, Japan. ○ <i>Low UAI</i>: Singapore, India. 5. Long-Term vs. Short-Term Orientation (LTO): ○ Focus on future rewards versus respect for traditions and quick results. ○ <i>Long-Term</i>: China, Japan. ○ <i>Short-Term</i>: USA, UK. 6. Indulgence vs. Restraint (IVR): ○ Degree to which societies allow gratification of human desires. ○ <i>Indulgent</i>: USA, Australia. ○ <i>Restrained</i>: Russia, India. Evaluation: Strengths: • Offers a systematic, measurable way to compare national cultures. • Provides useful insights for global HRM, leadership, negotiation, and training. • Helps expatriates adapt to cultural diversity and avoid ethnocentrism. Limitations: • Based on IBM data (1970s) — may not reflect modern global realities. • National averages ignore regional, organizational, or individual variations. • Cultures are dynamic, not static — may change with globalization. Conclusion: Hofstede’s model remains a foundational framework in Global HRM for understanding cross-cultural behavior, though it should be used flexibly and contextually alongside contemporary cultural models.			
3 (a)	Differentiate between training and development. (a) Differentiate between Training and Development. (3 Marks)	[03]	CO4	2

	Basis Meaning Focus Objective Time Horizon Target Group	Training A planned effort to improve employees' current job-related skills and efficiency. Focuses on specific job-related skills and short-term performance improvement. To enhance present job performance. Short-term. Non-managerial or operational employees.	Development A long-term process aimed at overall growth, preparing employees for future roles and responsibilities. Focuses on overall personality growth, leadership, and career progression. To build capabilities for future roles and challenges. Long-term. Managerial and professional employees			
(b)	Evaluate the expatriates work life balance practices and associated challenges. Answer: Work-life balance (WLB) for expatriates refers to maintaining harmony between professional responsibilities abroad and personal/family life in the host country. Work-Life Balance Practices: 1. Flexible Work Arrangements: Remote work, flexible hours, and hybrid setups. 2. Family Support Programs: Relocation assistance, spouse employment help, children's education support. 3. Wellness and Mental Health Programs: Counseling, stress management workshops, and health benefits. 4. Home Leave Benefits: Paid visits to home country to maintain family connections. 5. Cross-Cultural Support: Cultural training and social integration programs to reduce adjustment stress. Associated Challenges: 1. Cultural Adjustment Issues: Adapting to host-country norms, values, and lifestyle differences. 2. Workload Pressure: Long hours, performance expectations, and time zone challenges. 3. Family Adjustment Problems: Spouse unemployment or children's schooling issues. 4. Isolation and Stress: Social loneliness and lack of extended support systems. 5. Repatriation Stress: Difficulty reintegrating into home-country routines post-assignment.			[07]	CO5	5
(c)	Appraise the PMS of expatriates. Answer: Meaning: The Performance Management System (PMS) of expatriates involves evaluating and managing the job performance of employees working on international			[10]	CO5	5

	assignments, ensuring alignment with global business goals. Key Components of Expatriate PMS: Goal Setting: - Clear performance objectives aligned with both home and host-country expectations. - Use of SMART goals considering cross-cultural variables. Performance Criteria: Hard Goals: Quantifiable results (sales, profits, project outcomes). Soft Goals: Leadership, adaptability, communication, and cultural sensitivity. Appraisal Methods: Multisource Feedback (360°): Inputs from host-country supervisors, peers, and home-country managers. Balanced Scorecard Approach: Measures financial, customer, internal process, and learning perspectives. Evaluation Period: - Performance reviewed periodically, with mid-assignment and end-of-assignment appraisals. Feedback and Development: - Continuous coaching and feedback to help expatriates adjust and perform effectively. Challenges in Expatriate PMS: Cultural Bias: Differences in leadership and communication styles may affect ratings. Distance and Communication Gaps: Difficulties in monitoring and providing feedback from headquarters. Contextual Differences: Host-country challenges may not be fully recognized in evaluations. Repatriation Performance Link: Difficulty aligning overseas achievements with future career progression. Appraisal Summary: An effective expatriate PMS must: - Incorporate cross-cultural understanding, - Maintain fairness and objectivity, and - Support career continuity and motivation post-assignment.			
	Part B - Compulsory (01*10=10 marks) – CASE STUDY			
4	Case Study:			
	3M has operations across the length and breadth of Russia for the last 15 years. While operating corporatively with its team work practices. Also, Russian managers			

are found to be good in dealing with turbulent situations. So, 3M has hired only local managers to run its operations withdrawing all expatriates. 3M is known to make donations to schools and local voluntary organizations keeping in view the long running tradition of charitable contributions to community development than brought a great deal of positive brand image for the company within the country. More interestingly, 3M is recognition of dysfunctional cultural elements that exist in the country such as bribery and contributing to protection money among corporates has taken an opposite stand by not only discouraging these practices but also by popularizing the importance of ethical behavior among its associates through training creation of ethical leaders in the organization. 3M experience is considered the practice in cross-cultural operations where while adapting local negative cultures.			
Questions.			
a) Write a note on staffing approaches of 3M.	[5]	CO4	2
Staffing refers to selecting and placing the right people in international positions. 3M's staffing approach in Russia reflects a Polycentric approach to international staffing.	[5]	CO5	4
Key Points:			
1. Polycentric Staffing Approach: ○ 3M has hired only local managers (host-country nationals) to run its Russian operations. ○ This shows trust in local expertise and cultural understanding. 2. Rationale: ○ Russian managers possess strong situational adaptability and knowledge of local markets. ○ It reduces cultural barriers and improves communication with local employees and government bodies. 3. Advantages: ○ Builds local responsiveness and operational efficiency. ○ Reduces expatriate costs and dependency on foreign nationals. ○ Enhances the company's corporate image and legitimacy in the host country. 4. Implication for 3M: ○ The withdrawal of expatriates demonstrates 3M's localization strategy, promoting local leadership and sustainability in its Russian operations.			
b) Analyse the cross-cultural management practices of 3M.			
Answer:			
3M demonstrates strong and ethical cross-cultural management practices in Russia, balancing local adaptation with corporate integrity.			
Key Practices and Analysis:			
1. Cultural Adaptation: ○ 3M recognizes and respects Russian cultural and business norms, adapting its operations to local expectations. ○ However, it selectively adapts — accepting positive aspects			

	(teamwork, community development) and rejecting negative ones (bribery, corruption). 2. Ethical Leadership: 3M promotes ethical behavior through continuous training and leadership development programs. - It fosters ethical leaders who act as role models in discouraging corruption and unethical practices. 3. Corporate Social Responsibility (CSR): - The company contributes to schools and voluntary organizations, strengthening community ties and enhancing brand image. 4. Value-Based Culture: - Instead of conforming to unethical local norms, 3M reinforces its global ethical values across its operations, reflecting strong organizational culture control. 5. Outcome: 3M's cross-cultural approach integrates local sensitivity with global ethics, ensuring sustainable performance and a positive corporate reputation in Russia.			
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Course Outcomes (COs)		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1:	Understand various research approaches techniques and strategies in the appropriate business									
CO2:	Apply a range of quantitative / qualitative research techniques to business and day today management problems									
CO3:	Demonstrate knowledge and understanding of data analysis interpretation and report writing									
CO4:	Develop necessary critical thinking skills in order to evaluate different research approaches in business		1b, 3a	2b				1b, 3a	2b	
CO5:	Discuss various forms of intellectual property its relevance and business impact in the challenging global business environment and leading international concerning IPR	1a	2a		1c	2c,3b,3c	1a	2a	1c	2c,3b,3c

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–Foster Analytical and Critical Thinking Abilities for data based decision making; PO3– Develop Value Based Leadership; PO4 –Ability to Understand and communicate various business aspects to global; PO5 – Ability to lead themselves and others in the achievement of organizational goals contributing effectively to a team environment;
PSO1- Comprehend Contemporary features of Business Management Science and its administration
PSO2- Analyze and interpret the dynamic situations for making Business Management strategies
PSO3- Handle responsibility with the ethical values for all actions undertaken by them
PSO4- Adapt and focus on achieving the organizational goal and objectives with complete zeal and commitment.

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