

Schema-Evaluation

Sub:	Global HRM						Code:	22MBAHR404	
Date:	14/11/2025	Duration:	3hrs	Max Marks:	100	Sem :	IV	Branch:	MBA

Q.1

a. Define GHRM (3 Marks)

Global Human Resource Management (GHRM) is the process of employing, training, developing, and compensating people in international organizations. It involves managing human resources across different national boundaries and dealing with the complexities of different legal, political, and cultural environments².

b. Explain the functions of GHRM (7 Marks)

The core functions of GHRM include:

- **International Recruitment & Selection:** Sourcing candidates (PCNs, HCNs, TCNs) who can adapt to foreign cultures.
- **Training & Development:** Providing pre-departure cross-cultural training and language skills.
- **Global Compensation:** Designing pay structures that are equitable across borders (e.g., tax equalization, cost-of-living adjustments).
- **Expatriate Management:** Handling visas, relocation, and housing for employees moving abroad.
- **Repatriation:** Managing the return of employees to their home country to ensure retention and knowledge transfer.

c. Analyze the differences between IHRM and Domestic HRM (10 Marks)

- **Scope:** Domestic HRM operates within one national boundary, whereas IHRM operates across multiple nations.
- **Complexity:** IHRM is more complex due to varying labor laws, currencies, and cultures. Domestic HRM deals with a single regulatory environment.
- **Risk Exposure:** IHRM faces higher risks, including political instability, terrorism, and exchange rate fluctuations³.
- **Employee Personal Life:** IHRM requires deeper involvement in an employee's personal life (housing, children's education, spousal support) compared to domestic HRM.
- **External Influences:** IHRM is heavily influenced by host-country government regulations

and local customs.

Q.2 Culture and Repatriation

a. What is Culture? (3 Marks)

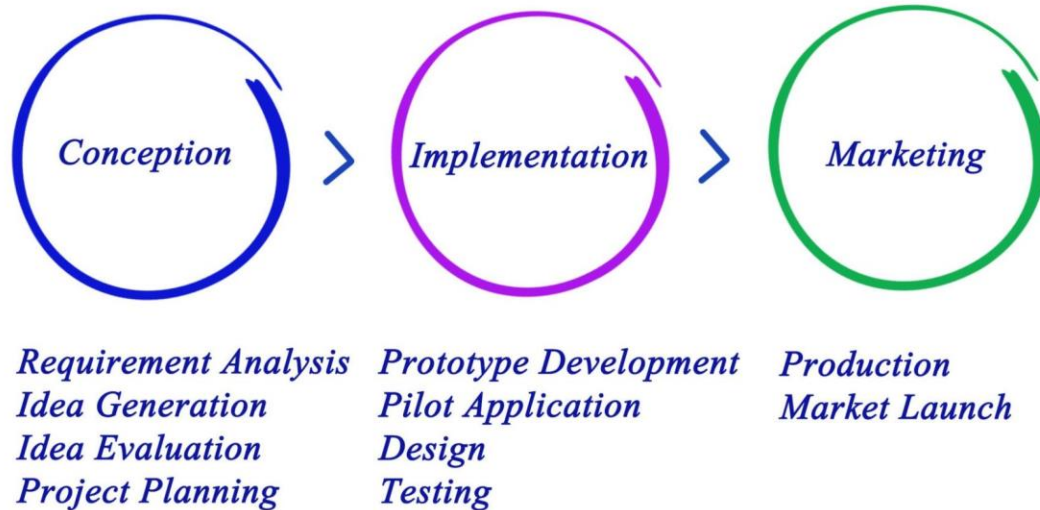
Culture is defined as the collective programming of the mind that distinguishes the members of one group or category of people from others. It encompasses values, beliefs, customs, laws, and habits acquired by individuals as members of society⁴.

b. Interpret Hofstede's and Globe's cultural dimensions (7 Marks)

- **Hofstede's Dimensions:** Includes Power Distance (acceptance of hierarchy), Individualism vs. Collectivism, Masculinity vs. Femininity, Uncertainty Avoidance (tolerance for ambiguity), and Long-Term Orientation.
- **GLOBE Project:** Expands on this with dimensions like Assertiveness, Future Orientation, Gender Egalitarianism, and Performance Orientation, offering a more granular view of leadership across cultures.

c. Discuss the different phases of repatriation (10 Marks)

Innovation Process



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The repatriation process involves four stages:

1. **Preparation (Pre-return):** Developing plans for the future and gathering information about the new position before leaving the host country.
2. **Physical Relocation:** The actual process of moving, shipping goods, and traveling back to the home country.
3. **Transition:** Finding temporary housing, arranging schooling, and handling administrative tasks immediately upon return.
4. **Readjustment:** Coping with "reverse culture shock" and integrating back into the home organization's culture and social structure.

Q.3 Expatriation

a. Define Expatriate (3 Marks)

An expatriate is an employee sent by their company from their home country (parent country) to work in a foreign location (host country) for an extended period.

b. Define Repatriation (7 Marks)

Repatriation is the activity of bringing the expatriate back to the home country. It includes the professional reintegration of the employee into the company and the social readjustment of the employee and their family into the home country's environment⁷.

c. Explain the challenges of Training and Development (10 Marks)

Challenges include:

- **Standardization vs. Localization:** Deciding whether to use a uniform global training program or adapt it to local cultural norms.
 - **Language Barriers:** Ensuring training materials are accurately translated and understood.
 - **Learning Styles:** Different cultures favor different learning methods (e.g., rote learning vs. interactive participation).
 - **Cost:** High costs associated with travel, trainers, and developing culturally sensitive materials.
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Q.4 Training and Rewards

a. Define Training (3 Marks)

Training is the systematic process of altering the behavior, knowledge, and motivation of employees in a direction to increase organizational goal achievement⁸.

b. Explain the complexities faced by IHR managers (7 Marks)

IHR managers face complexities such as:

- Navigating diverse legal and tax systems.
- Managing a mix of expatriates and locals with different pay expectations.
- Handling cultural conflicts within multicultural teams.
- Ensuring safety in high-risk political zones.

c. Explain the key components of global total reward programs (10 Marks)

Components include:

- **Base Salary:** The primary cash compensation.
 - **Foreign Service Inducement/Hardship Premium:** Extra pay for working in difficult locations.
 - **Allowances:** Cost-of-living (COLA), housing, home leave, and education allowances.
 - **Benefits:** Health insurance, pension contributions, and social security equalization.
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Q.5 Performance Management and Culture

a. What is Cultural shock? (3 Marks)

Cultural shock is the feeling of disorientation, anxiety, and confusion experienced by someone who is suddenly subjected to an unfamiliar culture, way of life, or set of attitudes¹⁰.

b. Explain the performance management practices of China and India (7 Marks)

- **China:** Often emphasizes *Guanxi* (relationships) and social harmony. Feedback may be indirect to save "face." Seniority often commands significant respect.
- **India:** High power distance is common; employees often look to superiors for decision-making. Performance reviews may be influenced by personal relationships and loyalty, though modern sectors are adopting Western metric-based systems.

c. Describe the issues and challenges in International performance management (10 Marks)

Challenges include:

- **Evaluator Bias:** Home-country managers may not understand the local constraints the expatriate faces.
- **Criteria Definition:** Hard data (profits) may be misleading due to currency shifts, while soft data (leadership) is subjective.
- **Timing:** Conducting reviews across different time zones.
- **Cultural Standards:** What is considered "assertive leadership" in the US might be seen as "rude" in Japan.

Q.6 CSR and Diversity

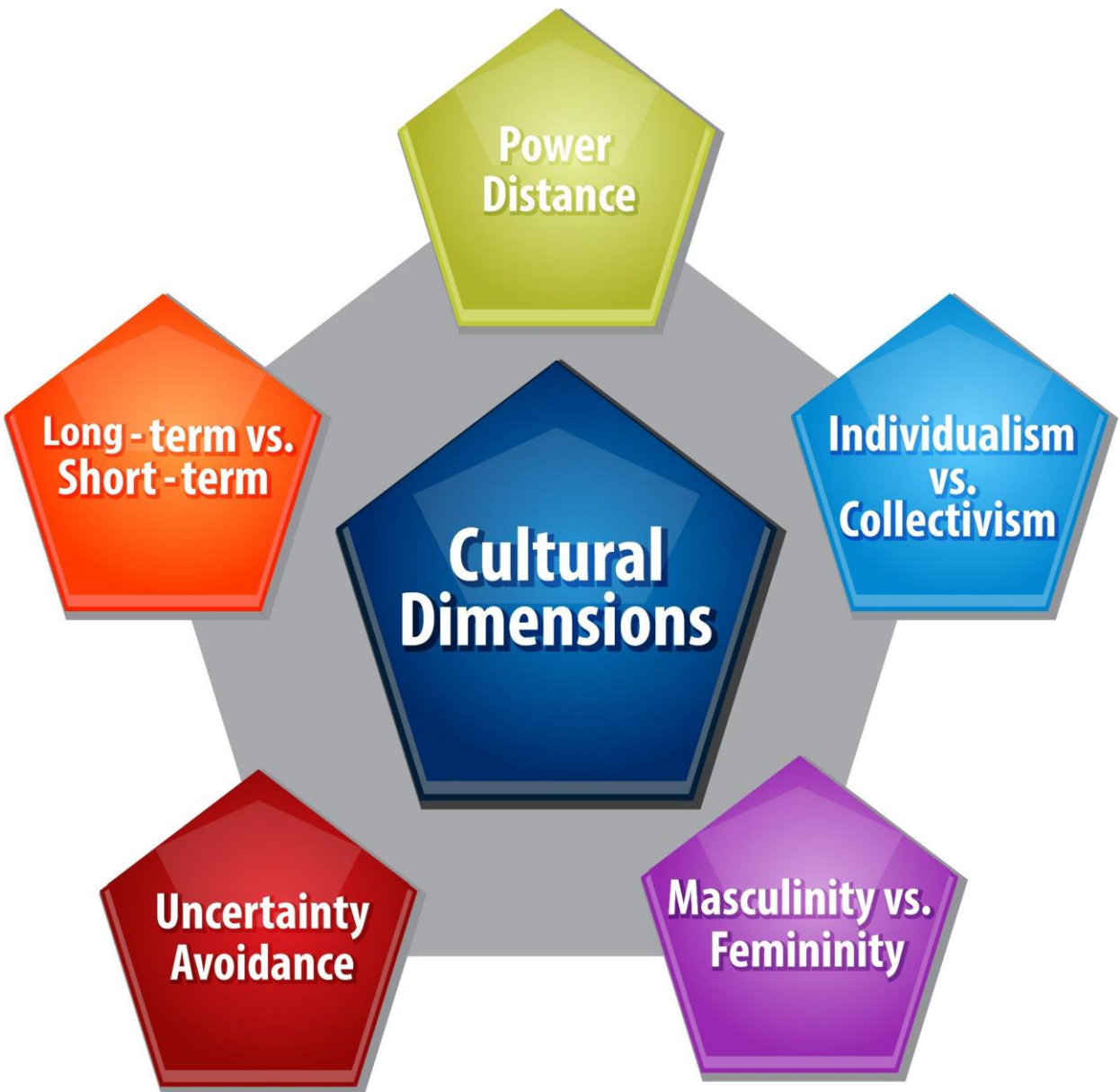
a. What is CSR? (3 Marks)

Corporate Social Responsibility (CSR) refers to a company's commitment to manage the social, environmental, and economic effects of its operations responsibly and in line with public expectations.

b. List the importance of diversity management in International Organizations (7 Marks)

- Enhances creativity and innovation through diverse perspectives.
- Improves understanding of local customers and markets.
- Helps attract and retain top global talent.
- Improves corporate image and brand reputation.

c. Explain Hofstede's four cultural dimensions (10 Marks)



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(Note: This topic appears in both Q2 and Q6 in the exam paper)

1. **Power Distance:** The extent to which less powerful members expect and accept unequal power distribution.
2. **Individualism vs. Collectivism:** Whether people prefer to act as individuals or as members of groups.
3. **Masculinity vs. Femininity:** Preference for achievement and assertiveness (Masculine) vs. cooperation and quality of life (Feminine).
4. **Uncertainty Avoidance:** The degree to which society feels uncomfortable with uncertainty and ambiguity.

Q.7 Reward and Performance Cycle

a. Write the meaning of PCN, HCN, TCN (3 Marks)

- **PCN (Parent Country National):** A citizen of the country where the company's headquarters is located.
- **HCN (Host Country National):** A citizen of the country where the subsidiary is located.
- **TCN (Third Country National):** A citizen of a country other than the parent or host country.

b. Explain the Performance Management cycle (7 Marks)

Performance Management Cycle



The cycle typically includes:

1. **Planning:** Setting goals and expectations (e.g., Key Performance Indicators).
2. **Monitoring:** Continuous tracking of performance and providing ongoing feedback.
3. **Reviewing/Appraising:** Formal evaluation of performance against goals.
4. **Rewarding/Developing:** Providing recognition, pay increases, or identifying training needs.

c. Explain International total reward objectives (10 Marks)

The main objectives are:

- **Attraction and Retention:** Competitive packages to hire and keep staff in specific locations.
 - **Cost Effectiveness:** Managing labor costs while maintaining competitiveness.
 - **Equity:** Ensuring internal consistency between expatriates and locals (e.g., using the Balance Sheet Approach).
 - **Facilitating Mobility:** Ensuring the compensation package encourages employees to accept international assignments.
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Q.8 Case Study: Katrina Katino

a. What parts of repatriation were missing in relocating Katrina back to the US? (5 Marks)

The repatriation process was severely lacking in the following areas:

- **Career Planning:** Questions regarding the scope of her repatriation were not answered until the very end.
- **Role Clarity:** Upon return, she discovered a new Training Director was already in place, leaving her with no clear role.
- **Status & Validation:** She was demoted to reporting to the Training Director rather than retaining her leadership status. She felt "ignored and irrelevant" and no one asked about her contributions.
- **Compensation:** She was compensated "at par" with US experience, ignoring her premium international skills.
- **Social Integration:** There was no debriefing; she spent time discussing "weather and clothes" rather than utilizing her new expertise.

b. What next step do you suggest for Katrina to take on her profession front? (5 Marks)

- **Assertiveness:** Katrina should formally approach the corporate team regarding the "new expansion plans" mentioned, to see if she can lead them.
- **Job Search:** As suggested by Rob's father, she should "look around for a new and more suitable job" because her skills are "very premium in the market".

- **Highlight Achievements:** She should leverage her track record of doubling the growth of the India operations and grooming a successful team to negotiate better positions externally.

c. What course of action would you propose for Katrina to help her cope with personal problems? (5 Marks)

- **Family Support:** She needs to address Andrew's issues at the day care center where he is mocked for his accent. She should look for an international school or community with other repatriates.
- **Communication:** She should establish a regular communication schedule with her husband Rob, who is working in Nigeria/South Africa, to reduce her isolation.
- **Counseling:** She should seek professional support or a mentor to deal with the reverse culture shock and the feeling that her friends' behavior is "boycott and active self".

d. Should Katrina heed her father-in-law's advice on the job change? Why/Why not? (5 Marks)

Yes, she should.

- **Market Value:** Her father-in-law correctly noted that her skills are "premium in the market".
- **Career Stagnation:** Her current company is underutilizing her; she is "wading through some papers" instead of leading.
- **Broken Promise:** She was intimated she would use her skills for expansion, but currently, she is ignored and drawing compensation only "at par" with local peers, which is a poor return on her 6-year investment in India.