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Total number of printed pages – 3

MBA  
MBA 406 C

**Fourth Semester Examination – 2013**

**CROSS CULTURAL AND GLOBAL HRM**

**QUESTION CODE : A 411**

**Full Marks – 70**

**Time : 3 Hours**

*Answer Question No. 1 and 2 which are compulsory and any **four** from the rest.*

*The figures in the right-hand margin indicate marks.*

1. Answer the following questions : 2 × 10
- (a) State some key factors which make global HRM different from domestic management.
  - (b) Who are the expatriate managers ?
  - (c) Explain the strategic role of global HRM.
  - (d) Name some important types of staffing policies of global HRM.
  - (e) What does global business environment mean?
  - (f) What does cultural training signify in case of IHRM ?
  - (g) How should the expatriate managers be paid ?
  - (h) The cultural differences between nations influence the effectiveness of HRM policies and practices. Elaborate.
  - (i) What does the concept of 'fit in' global HRM mean ?
  - (j) Explain the concept of host country nationals (HCNs).

**P.T.O.**

## 2. CASE STUDY :

Central Steel Door Corp. has been in business for about 20 years, successfully selling a line of steel industrial grade doors, as well as the hardware and fittings required for them. Focusing mostly in the United States and Canada, the company had gradually increased its presence from the New York City area, first into New England and then down the Atlantic coast, then through the Midwest and West and finally into Canada. The company's basic expansion strategy was always the same. Choose an area, open a distribution centre, hire a regional sales manager, then let that regional sales manager help staff the distribution centre and hire local sales reps. Unfortunately the company's traditional success in finding sales help has not extended to its overseas operations. With the introduction of the new European currency, Mel Fisher, president of Central Steel Door, decided to expand his company abroad, into Europe. However the expansion has not gone smoothly at all. He tried for 3 weeks to find a sales manager by advertising in the International Herald Tribune, which is read by business people in Europe and by American expatriates living and working in Europe. Although the ads placed in the Tribune just ran for a month so Fisher has received only 5 applications. One came from a possibly viable candidate, whereas four came from candidates who Fisher had referred to as lost souls giving reasons for their non presence due to walkabout. Other aspects of his international HR activities have been equally problematical. Fisher alienated 2 of his US sales managers by sending them to Europe to temporarily run the European operations but neglecting to work out a compensation package that would cover their relatively high living expenses in Germany and Belgium. The managers had hired about 10 local people to staff each of the 2 distribution centres. However without full time local European sales managers the level of sales was disappointing, so Fisher decided to fire about half the distribution centre employees. That's when he got an emergency phone call from his temporary sales manager in Germany, 'I have just been told that these employees should have had written employment agreements and that in any case we can't fire anyone without at least 1 year's notice and the local authorities here are really up in arms. Boss I think we have a problem.'

**Questions :**

10

- (a) Based on the above case, compile a list of 10 international HR mistakes Mr. Fisher has made so far.
- (b) How would you have gone about hiring a European sales manager ? Why ?
- (c) What would you do now if you were Mr. Fisher ?
3. What is a culture shock and how does an expatriate manager deal with it ? 10
4. Organizations must be sure that their HRM policies can accommodate a culturally diverse workforce. Explain this statement in context to the legal and ethical climate of global HRM. 10
5. Explain the "five cultural dimensions theory" of the Hofstede study. Based on this theory, analyze the problems that might exist in international companies caused by cross cultural working environment. 10
6. Highlight on cross cultural leadership and cross cultural communication processes being practiced in case of IHRM. 10
7. What does Repatriation mean ? Highlight on the international HRM roles in multinational organizations. 10
8. Elaborate on the HRM practices of Japan, Germany and USA. 10