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Total number of printed pages – 3

MBA
MBA 406C (New)

Fourth Semester (Back) Examination – 2013

CROSS CULTURAL AND GLOBAL HRM

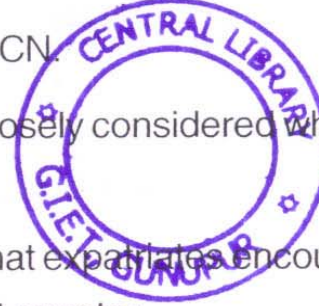
QUESTION CODE : B 569

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) Differentiate between a repatriate and an expatriate.
 - (b) Briefly explain ethno centric approach of an MNC.
 - (c) Differentiate between TCN and HCN.
 - (d) Give two factors that should be closely considered while choosing an expatriate for a foreign assignment.
 - (e) Precisely explain two problems that expatriates encounter when they return to the organization in their parent country.
 - (f) What do you understand by work force diversity ?
 - (g) What do you understand by relocation allowance ?
 - (h) Precisely explain two benefits that MNCs provide to their employees to maintain a work–life balance.
 - (i) Give two suggestions to the HR Head of Hyundai's India operation about the factors to be considered in creating a healthy organizational culture.
 - (j) What is the role of the Government in making it conducive for the foreign MNCs to conduct business ?



P.T.O.

2. CASE STUDY :

'Mizuho' being a Japanese company is into construction business. It takes certain obligations and responsibilities very seriously. The risk of losing highly trained personnel to another firm is not great because the company do not want to upset its own employees by employing outsiders in their mid-career. The company may continue to provide workers with jobs and/or income, even at great cost to the company; its commitment is based on cultural values.

Another important practice in 'Mizuho' is that an employee's inadequacy or incompetence is not a ground for dismissal. The employee is simply transferred to a unit where he or she is less likely to do serious damage.

The pay system in 'Mizuho' is based primarily on broad social rather than on production criteria. Promotion is decided on seniority ; as a result, in addition to allowance for educational background, the reward criteria include the worker's age, length of services and family size. Reward is thus a function of loyalty and fidelity to the organization and to the needs of the worker as husband and father. Companies in Japan, apart from workers job related activities are also greatly involved in employees' non official matters. Companies may advice workers (who do not view as intrusion) on how to manage their personal lives, their spending, children's education, religious matters etc. Mizuho follows the same as the company's organizational values and culture is authentic to Japanese culture. The corporate culture requires the firm to ensure its responsibility to its employees is complete.

In decision making and leadership, the negotiating style at 'Mizuho' is dictated by minimizing risk and avoidance of confrontation ; One important outcome of Japanese decision making approach is that the middle managers cannot be bypassed ; it is critical to identify with those who will make decisions as well as to gain support for a plan before it reaches the top decision makers.

- (a) Explain the positive and negative aspects in Mizuho's organizational culture in context to influencing its competitiveness in a globalized economy. 5
- (b) Compare the Japanese management style with that of the American management style. 5

3. Elaborate on the recruitment and selection process of the MNCs. Explain precisely the advantages that an expatriate has over his counterpart in the parent country in context to his career development and career growth. 10
4. Explain precisely the importance of expatriate training and highlight the training components. 10
5. Give a detailed explanation of executive compensation and benefits adopted by the MNCs and highlight how it differs in case of expatriation. 10
6. Highlight the difference between Industrial relation system in Japan, and USA. 10
7. Explain the Hofstede model of culture by comparing and contrasting the Indian managers and American managers. 10
8. How does the cross cultural communication lead to the success or failure of an expatriate assignment ? Explain this by giving examples of at least two countries with different cultural aspects. 10

