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| Name: |  UPES <small>UNIVERSITY OF TOMORROW</small> |
| Enrolment No: | |

UNIVERSITY OF PETROLEUM AND ENERGY STUDIES
End Semester Examination, May 2022

Course: CROSS CULTURAL AND GLOBAL HRM
Programme: MBA (CORE) HRM
Time: 03 hrs.
Instructions:
1. All sections are compulsory.

Semester: IV
Course Code: HRES8010
Max. Marks: 100

SECTION A
(2 x 10 = 20 Marks)
Answer in True/ False Only

| S. No. | | Marks | CO |
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| Q-1 | Multinational Organizations are one which make a country specific HR policies in different countries where they operate | 2 | CO2 |
| Q-2 | Global companies have similar HR policies in different countries where they operate | 2 | CO2 |
| Q-3 | Expatriate employee is an employee that is transferred from the host country (foreign subsidiary), back to the home country (country of incorporation of the company) | 2 | CO3 |
| Q-4 | Third country employees for a MNC are neither the employees of home country, nor the host country. | 2 | CO2 |
| Q-5 | The length of stay of the expatriate employee and his level of integration with the local nationals in the foreign country determines the pre-departure training rigor. | 2 | CO2 |
| Q-6 | In global approach to international compensation, the MNC will have uniform pay scales for similar jobs throughout all the countries where they operate | 2 | CO1 |
| Q-7 | Governments in the host country (foreign country) will prefer that the MNC operating in their country uses ethnocentric recruitment strategy | 2 | CO1 |
| Q-8 | Foreign country taxation laws are the biggest and most difficult challenge in international compensation. | 2 | CO1 |
| Q-9 | Pre-visit to the foreign country for a 10-15 days period, before actual relocation of the expatriate employee will reduce the cultural shock to the expatriate | 2 | CO2 |
| Q-10 | In performance based approach to international compensation, the fixed component of compensation is comparatively low. | 2 | CO3 |

SECTION B (4 x 5 = 20 Marks)

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| Q-11 | What are the challenges involved in global HRM? How is International and global human resource management different from human resource management practices within national borders. Discuss. | 5 | CO1 |
| Q-12 | While paying the expatriate employee, what are the various components of international compensation package? What purpose does these components serve? | 5 | CO2 |

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| Q-13 | What are the various types methodologies of cross cultural, pre-departure training? Explain what skills will the expatriate employee acquire through these methodologies. | 5 | CO3 |
| Q-14 | During selection process for international employees, what can be the various selection criteria for international assignments? Discuss | 5 | CO4 |
| SECTION-C (3 x 10=30 Marks) | | | |
| Q-15 | For the purpose of international human resource planning and staffing in the foreign country, what are the various staffing approaches that may be utilized by the MNCs? What is the relevance of these approaches? | 10 | CO3 |
| Q-16 | Satish is a young Indian executive who works in KPMG India. He has Masters in management Degree from one of the reputed business schools in India. In 2015, Satish was hired by KPMG through the campus recruitment process. In 2016 Satish was relocated to Brazil to work for a Brazilian Client of KPMG on a long term series of 5 projects for the next ten years, i.e. till 2026. In 2020 Satish got married to a girl who was working with TCS in Bangalore India. But after their marriage the girl left her job and decided to settle with Satish in Brazil. The girl tried to find a suitable job for her in Brazil but could not. The girl was also not able to adjust with the Brazilian culture. Today in 2022, their relations are strained. Satish is thinking of resigning from his job at KPMG and return back to India. You are HR Manager at KPMG. You have decided to counsel Satish over an online meeting, and suggest some measures which Satish, his wife, and you as HR can take so that the problems as indicated above maybe resolved. What measures will you suggest? | 10 | CO2 |
| Q-17 | MNCs have an option to utilize different approaches to international compensation. MNCs use these different approaches to reward the expatriate employees. Compare the lump-sum approach and buffet approach to international compensation. Discuss the circumstances in which both of these approaches are successful. | 10 | CO3 |
| SECTION-D (2 X 15 = 30 marks) | | | |
| Q-18 | CASE STUDY Hi-Tech Electronics Limited was established in 2006 in Kualalampur, Malaysia. It produces and markets all types of electronics goods in most of the Asian and Pacific countries. It has been one among the top five companies as for the level of technology and one among the top three Companies regarding marketing of the products in Malaysia. The company's policy and practices concerning human resource management are one of the best in the country. The company's salary administration policies and practices were taken as guidelines not only by the other companies but also by various wage boards and pay commissions in the country. But this company has been | 30 | CO4 |

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| | <p>struggling a lot because of a minor problem relating to administration of salary and benefits. The problem is stated hereunder.</p> <p>The company employed nearly 400 national young graduate and post graduate engineers and 20 expatriate engineers. These employees form the cream of the company's present human resource. The expatriate employees occupied higher position in all the departments including Human Resource Department. The company's salary policy and benefit policy were formulated mainly on the basis of the expatriate employee's desire. The base salary of the company is the same for both the expatriate and national employees. But expatriate receive additional allowances like international market allowance, educational allowance, settling-in allowance, car allowance, housing allowance and entertainment allowance.</p> <p>Thus, expatriate receives nearly 250% more salary than the nationals doing the same job. The national employees demanded the management to pay equally with that of expatriates immediately. According to them, the pocket frustrates them severely.</p> <p>Questions:</p> <p>(a) What is the crucial issue in this case?</p> <p>(b) If you were the HR manager of the company, whom do you satisfy? How will you (if required) balance the salary levels of the expatriates and the local nationals?</p> | | |
| | <p>*****End of the paper*****</p> | | |