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Question Paper Code:CMBB40



INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal, Hyderabad - 500 043

MODEL QUESTION PAPER

MBA III Semester End Examinations, November - 2019

Regulation: IARE-R18

STRATEGIC HUMAN RESOURCE MANAGEMENT

(Master of Business Administration)

Time: 3 hours

Max. Marks: 70

Answer ONE Question from each Unit

All Questions Carry Equal Marks

All parts of the question must be answered in one place only

UNIT-I

1. (a) Define international human resource management. Write about its scope and its objectives. [7M]
- (b) Explain various models of international human resource management. [7M]
2. (a) Explain in detail about pool's adaptation of Harvard model and Marxist theory. [7M]
- (b) The organization has never owned hotels outside the UK before, and has hired a team of independent management consultants to advise them on how to proceed. They provided the consultants the following information during their initial meeting: A majority of their existing managers said they would like a chance to work abroad. One of their existing managers speak French fluently. They will allow four weeks to rebrand the hotels. The new hotels must be ready to open after that time. They expect to recruit a large number of staff for the new French hotels, because more than 70 percent of the employees from the acquired organization left. They will require their managers to be flexible and move between countries if any problems arise. Based on the information you have to date, what do you think the key priorities should be? [7M]

UNIT-II

3. (a) Describe in detail about the designing and managing a human resource information system. [7M]
- (b) Discuss about the cultural literacy and human resource information system in global business. [7M]
4. (a) Explain about the designing of human resource information system. [7M]
- (b) Write in detail about the HRIS and explain about the computerized skill inventories. [7M]

UNIT-III

5. (a) Write about the communication and interpersonal relations of global literate leader. [7M]
- (b) Explain about the HRM approaches in global companies and briefly describe the characteristics of global companies. [7M]
6. (a) Explain in detail about H.R. strategy planning for global organizations. [7M]
- (b) Describe about the methods of career development and training development. [7M]

UNIT-IV

7. (a) **A Case study of Japanese MNCs** [7M]

It has long been argued that Japanese firms have an ethnocentric orientation with regard to staffing of foreign subsidiaries. Compared with their rivals from U.S. and Europe, they strongly prefer to fill key positions in foreign subsidiaries with Japanese expatriate managers. Recognizing the downside of an ethnocentric staffing orientation, Japanese firms have begun to change their staffing policies to better exploit talent of local managers. However, this raises a question: does localization really improve the performance of subsidiaries? Few studies have empirically examined the effect of localization. Thus, this study explores whether subsidiary performance increases by replacing Japanese expatriate managers with local managers.

Localization can have both positive and negative effects on subsidiary performance. Whether the positive effect outweighs the negative effect may depend on conditions under which subsidiaries operate. Thus, this study assumes a non-linear relationship between localization and subsidiary performance and focuses on moderators that strengthen a positive or negative effect of localization. Using a panel dataset consisting of foreign subsidiaries owned by Japanese multinational corporations, the analysis finds that localization itself has a positive effect on subsidiary performance. Regarding interaction effects, it demonstrates that the relationship between localization and subsidiary performance is positively moderated by the degree of local managers' competence. It also shows that in the case where host countries are economically less developed than the home country, the effect of localization is negatively moderated by difference in economic development between the host and home countries.

1. What do you understand the differences between host and home countries?
2. What do you know about the Localization and its Implications for subsidiary performance?

- (b) List out the problems of performance evaluation. How to outcome the performance evaluation problems. [7M]
8. (a) **A Case Study of Japanese Joint Ventures in India** [7M]

Many cultural models claim that hierarchy is strong in Asian communities and this gets reflected in the business environment. But in aberration, Japan has promoted an egalitarian work culture in their factory system, resulting in incremental innovation, curtailing of waste and above

all, a highly motivated human resource at work place. Today, the egalitarian environment promoted by Japanese management is considered an important link to creating a productive and efficient system. Economic liberalization in India opened doors to foreign investment, and the Indian government encouraged Japanese companies to invest in India. Among other things, Japanese human resource management was of great attraction because it embodied a disciplined, diligent and motivated workforce. Since liberalization policy was implemented in India, Japanese companies have been in operation in form of joint venture. The presentation will seek to understand how far Japanese joint ventures in India have been successful in promoting egalitarianism within their companies. Egalitarianism comes from following certain practices which serves to break barriers between supervisor and subordinates enabling creation of a conducive work environment. Encouraging inter and intra department communication; developing a sense of belongingness among shop floor workers; allowing a career track for a blue collar worker to move to white collar assignments/positions are some of the key issues. The presentation will show case Japanese joint ventures-Honda Seil (automobile), Kansai Nerolac (Paints) Denso Kriposkar (auto-parts). In so doing, the presentation will address the communication system, promotion system, training programmes and delve into how they work in India.

How Egalitarian are Japanese Firms in India?

- (b) What do you understand about the organic theories of management? [7M]

UNIT-V

9. (a) Define international compensation? Explain about its principles. [7M]
(b) Write about the Methods and practices of International Compensation. [7M]
10. (a) Write in briefly about behavioral an humanistic psychology. [7M]
(b) Describe the practice of HRM in American organizations. [7M]



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COURSE OBJECTIVES (COs):

The course should enable the students to:

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| I | Understand the significance of international management and human resource planning. |
| II | Know the cultural literacy and human resource information system in global business |
| III | Examine the qualities, communication abilities and interpersonal relations of Global literate leader. |
| IV | Identify the role of scientific management, humanistic psychology, organic theories of management and the practice of HRM in American organizations.. |

COURSE LEARNING OUTCOMES (CLOs):

Students, who complete the course, will have demonstrated the ability to do the following:

| | |
|-----------|--|
| CMBB40.01 | Understand and gain knowledge in nature and scope of international human resource management, cultural and reality shock |
| CMBB40.02 | Examine the international human resource management models, concept, pool's adaptation of Harvard model, the Brewster and Bournois model and comparative employment policy |
| CMBB40.03 | Explain the significance of Convergence theory, Marxist theory, the cultural approach power distance (PDI), uncertainty avoidance (UAI) |
| CMBB40.04 | Use and explore the social environment and human resource practices, international recruitment, selection, training, hiring policies |
| CMBB40.05 | Use and explore the human resource information, designing of human resource information system, computerized skill inventories |
| CMBB40.06 | Analyze the characteristics of global companies, difference between domestic and global companies, H.R |
| CMBB40.07 | Determine the development of global managers, concept, essential qualities of global literate leader, communication and interpersonal Relations |
| CMBB40.8 | Describe the characteristics importance, limitations and the seniority wage system in japans employee management |
| CMBB40.9 | Demonstrate the scientific management, organic theories of management and the practice of HRM in American organizations |
| CMBB40.10 | Describe the encouragement of union avoidance, transforming unionized industrial relations |

MAPPING OF SEMESTER END EXAMINATION TO COURSE LEARNING OUTCOMES:

| SEE Question No. | | Course Learning Outcomes (CLOs) | | Blooms Taxonomy Level |
|------------------|---|---------------------------------|---|-----------------------|
| 1 | a | CMBB40.01 | Understand and gain knowledge in nature and scope of international human resource management, cultural and reality shock. | Understand |
| | b | CMBB40.02 | Examine the international human resource management models, concept, pool's adaptation of Harvard model, the Brewster and Bournois model and comparative employment policy. | Remember |
| 2 | a | CMBB40.01 | Understand and gain knowledge in nature and scope of international human resource management, cultural and reality shock. | Remember |
| | b | CMBB40.02 | Examine the international human resource management models, concept, pool's adaptation of Harvard model, the Brewster and Bournois model and comparative employment policy. | Remember |
| 3 | a | CMBB40.02 | Examine the international human resource management models, concept, pool's adaptation of Harvard model, the Brewster and Bournois model and comparative employment policy. | Remember |
| | b | CMBB40.03 | Explain the significance of Convergence theory, Marxist theory, the cultural approach power distance (PDI), uncertainty avoidance (UAI), | Remember |
| 4 | a | CMBB40.03 | Explain the significance of Convergence theory, Marxist theory, the cultural approach power distance (PDI), uncertainty avoidance (UAI), | Remember |
| | b | CMBB40.04 | Use and explore the social environment and human resource practices, international recruitment, selection, training, hiring policies. | Remember |
| 5 | a | CMBB40.03 | Explain the significance of Convergence theory, Marxist theory, the cultural approach power distance (PDI), uncertainty avoidance (UAI), | Understand |
| | b | CMBB40.04 | Use and explore the social environment and human resource practices, international recruitment, selection, training, hiring policies. | Remember |
| 6 | a | CMBB40.04 | Use and explore the social environment and human resource practices, international recruitment, selection, training, hiring policies. | Understand |
| | b | CMBB40.05 | Use and explore the human resource information, designing of human resource information system, computerized skill inventories. | Remember |
| 7 | a | CMBB40.05 | Use and explore the human resource information, designing of human resource information system, computerized skill inventories. | Remember |
| | b | CMBB40.06 | Analyze the characteristics of global companies, difference between domestic and global companies, H.R. | Understand |
| 8 | a | CMBB40.06 | Analyze the characteristics of global companies, difference between domestic and global companies, H.R. | Remember |
| | b | CMBB40.07 | Determine the development of global managers, concept, essential qualities of global literate leader , communication and interpersonal Relations, | Understand |
| 9 | a | CMBB40.07 | Determine the development of global managers, concept, essential qualities of global literate leader , communication and interpersonal Relations, | Remember |
| | b | CMBB40.08 | Describe the characteristics importance, limitations and the seniority wage system in japans employee management | Remember |
| 10 | a | CMBB40.09 | Demonstrate the scientific management, organic theories of management and the practice of HRM in American organizations. | Understand |
| | b | CMBB40.10 | Describe the encouragement of union avoidance, transforming unionized industrial relations. | Remember |

Signature of Course Coordinator HOD, MBA