



INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal, Hyderabad - 500 043

MASTER OF BUSINESS ADMINISTRATION

TUTORIAL QUESTION BANK

Course Name	:	STRTEGIC HUMAN RESOURCE MANAGEMENT
Course Code	:	CMB409
Class	:	III Semester
Branch	:	MBA
Academic Year	:	2018– 2019
Course Coordinator	:	K. Viajy Sekhar Reddy, Assistant Professor, MBA Department
Course Faculty	:	K. Viajy Sekhar Reddy, Assistant Professor, MBA Department

COURSE OBJECTIVES:

The course should enable the students to:

I	Understand the international management and human resource planning.
II	Describe the information about global business.
III	Analyze about relation and carrier of management.
IV	Demonstrate the human resource practices and their positive influence on the company's bottom line.
V	Develop the organization to stand in the competitive world.

COURSE LEARNING OUTCOMES:

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

CCMB409.01	Understand and gain knowledge in nature and scope of international human resource management, cultural and reality shock.
CCMB409.02	Examine the international human resource management models, concept, pool's adaptation of harvard model, the brewster and bournois model and comparative employment policy.
CCMB409.03	Explain the significance of convergence theory, marxist theory, the cultural approach power distance (PDI), uncertainty avoidance (UAI), individuality (INV) and masculinity.
CCMB409.04	Use and explore the social environment and human resource practices, staffing: international recruitment, selection, training and hiring policies, staff retaining and motivating techniques.
CCMB409.05	Discuss the purpose of cultural literacy and human resource information system in global business, cultural awareness, essentials, advantages, cultural skills for co-operative advantages.
CCMB409.06	Use and explore the human resource information system includes concept, limitations and uses, designing of human resource information system, computerized skill inventories.
CCMB409.07	Understand the characteristics of global companies, difference between domestic and global companies, H.R. strategy planning for global organizations, HRM approaches in global companies.
CCMB409.08	Explain the development of global managers, concept, essential qualities of global literate leader , communication and interpersonal Relations,
CCMB409.09	Explain the purpose training, career development, succession planning and managerial stimulation's.
CCMB409.10	Explain the background of Europe, the institutions of the European community (E.C.).

CCMB409.11	Illustrate Japans employee management: Introduction, lifetime employment, characteristics, importance and limitations.
CCMB409.12	Explain the scientific management, behavioral a humanistic psychology, organic theories of management, categories of council of ministers and the commission, the court of justice, the parliament, the social charter.

TUTORIAL QUESTION BANK

S. No	QUESTION	Blooms Taxonomy Level	Course Learning Outcome (CLOs)
UNIT-I			
INTERNATIONAL HUMAN RESOURCE MANAGEMENT			
PART-A (SHORT ANSWER QUESTIONS)			
1	Define Human Resouce Management.	Remember	CCMB409.1
2	Differentiate between HRM and IHRM.	Understand	CCMB409.1
3	Define IHRM	Remember	CCMB409.1
4	Define uncertainty avoidance.	Remember	CCMB409.1
5	Define cultural shock.	Understand	CCMB409.1
6	Define about the four models of HRM.	Understand	CCMB409.1
7	Write about the reality shock.	Understand	CCMB409.1
8	Write the concept of warwick model.	Understand	CCMB409.2
9	Write about the concept of masculinity.	Understand	CCMB409.2
10	Write about marxist theory.	Understand	CCMB409.3
11	Define home country employees.	Remember	CCMB409.3
12	How the global HRM is useful in organization?	Remember	CCMB409.2
13	Define about third country employees.	Understand	CCMB409.2
14	Write about host country employees.	Understand	CCMB409.3
15	Write about the global human resource management.	Remember	CCMB409.3
16	Discuss any two objectives of global human resource management.	Understand	CCMB409.3
17	Write about comparative employment policy.	Understand	CCMB409.3
18	Define risk.	Remember	CCMB409.3
19	Define staffing policy.	Remember	CCMB409.3
20	Examine the masculinity.	Analyze	CCMB409.3
PART-B (LONG ANSWER QUESTIONS)			
1	Define international human resource management. Write about its scope and its objectives.	Remember	CCMB409.1
2	Describe about the concepts of cultural and reality shock.	Remember	CCMB409.1
3	Write in detail about Brewster and bournois model.	Remember	CCMB409.2
4	Explain about the Marxist theory in detail.	Remember	CCMB409.2
5	Explain various models of international human resource management.	Understand	CCMB409.2
6	What do you mean by uncertainty avoidance.	Understand	CCMB409.2
7	Explain in detail about pool's adaptation of harvard model.	Understand	CCMB409.2
8	Explain comparative employment policy.	Analyze	CCMB409.2
9	Describe the importance of convergence theory, marxist theory.	Understand	CCMB409.3
10	Explain in detail about cultural approach power distance(PDI).	Understand	CCMB409.3
PART-C (PROBLEM SOLVING AND CRITICAL THINKING QUESTIONS)			

S. No	QUESTION	Blooms Taxonomy Level	Course Learning Outcome (CLOs)
1.	<p>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.</p> <p>Based on the information you have to date, what do you think the key priorities should be?</p>	Understand	CCMB409.3
2.	<p>Brunt management decided that because this is their first venture into a country outside the UK, they want to use PCNs to set up the new hotels and that only internal candidates should be considered. They think that this is important so they can incorporate the organization's values. However, they believe that once the hotels are up and running, HCNs could be hired. The management vacancies must be filled as soon as possible. In their company literature, the organization states that their core values are to:</p> <p>Provide excellent levels of customer service to all guests.</p> <p>Provide a clean and comfortable environment for guests and staff. Recruit and retain excellent staff. Support and develop staff so they can reach their full potential. Continuously strive to improve all aspects of the business.</p> <p>Ensure that all hotel buildings, fixtures and fittings are well-maintained in a proactive manner.</p> <p>It is important that the management consultants for this project take these core values into account when making their recommendations.</p>	Remember	CCMB409.2
UNIT-II			
SOCIAL ENVIRONMENT AND STAFFING			
PART-A(SHORT ANSWER QUESTIONS)			
1	Define about the social environment.	Understand	CCMB409.4
2	What is meant by computerized skilled inventories.	Remember	CCMB409.4
3	Define staffing.	Understand	CCMB409.4
4	List out any two external Factors that affect human resource management.	Understand	CCMB409.4
5	Explain any two objectives of cultural literacy.	Understand	CCMB409.4
6	Explain about streamlining selection.	Remember	CCMB409.4
7	Define about the vendor selection.	Understand	CCMB409.4
8	Define the concept of selection.	Understand	CCMB409.4
9	Explain about the conflict management Skills.	Understand	CCMB409.4
10	What do you mean by human resource information systems?	Remember	CCMB409.4
11	What do you mean by selection method?	Remember	CCMB409.4
12	Explain about the culture awareness.	Understand	CCMB409.4
13	Write about four essential components for skills inventory management.	Remember	CCMB409.4
14	Write about the internal transfers.	Remember	CCMB409.4

S. No	QUESTION	Blooms Taxonomy Level	Course Learning Outcome (CLOs)
15	Explain about the methods of selection.	Understand	CCMB409.4
16	Explain about the staff retaining.	Understand	CCMB409.4
17	Explain about the cultural literacy.	Remember	CCMB409.5
18	Define HRIS.	Remember	CCMB409.5
19	Write about the concept of international recruitment.	Understand	CCMB409.5
20	Explain about the cultural skills.	Remember	CCMB409.5
PART-B (LONG ANSWER QUESTIONS)			
1	Explain in detail about the staffing and selection process.	Understand	CCMB409.4
2	Write in detail about the HRIS.	Understand	CCMB409.4
3	Describe in detail about the designing and managing a human resource information system.	Understand	CCMB409.5
4	Describe in detail about the international recruitment.	Understand	CCMB409.5
5	Discuss about the cultural literacy and human resource information system in global business.	Remember	CCMB409.5
6	What are the advantages of cultural skills cooperative?	Understand	CCMB409.5
7	Describe about the uses and limitations of HRIS.	Understand	CCMB409.6
8	Explain about the designing of human resource information system.	Understand	CCMB409.6
9	Write about the computerized skill inventories.	Understand	CCMB409.6
PART-C (PROBLEM SOLVING AND CRITICAL THINKING QUESTIONS)			
UNIT-III			
BUSINESS MANAGEMENT OF GLOBAL COMPANIES			
PART-A(SHORT ANSWER QUESTIONS)			
1	Define training?	Understand	CCMB409.6
2	Give any example of domestic company.	Analyze	CCMB409.7
3	Explain about the domestic companies.	Understand	CCMB409.7
4	List out the essential qualities of Global literate leader.	Remember	CCMB409.7
5	Write two characteristic features of global company.	Remember	CCMB409.7
6	Describe about the global company.	Understand	CCMB409.7
7	List out the HRM approaches in global companies.	Remember	CCMB409.7
1	Write about the HR strategy planning.	Understand	CCMB409.7
2	Describe about the training process.	Remember	CCMB409.8
3	Give examples of global company.	Understand	CCMB409.8
4	Describe about the career development.	Understand	CCMB409.8
5	What is meant by self assessment?	Remember	CCMB409.9
6	Write about the global literate leader.	Remember	CCMB409.9
7	Explain about the succession planning.	Remember	CCMB409.9
8	Write any two differences between global and domestic company.	Remember	CCMB409.9
PART-B(LONG ANSWER QUESTIONS)			
1	Differentiate between global company and domestic company.	Remember	CCMB409.7
2	Write about the communication and interpersonal Relations of Global literate leader.	Understand	CCMB409.8
3	Explain about the HRM approaches in global companies.	Understand	CCMB409.8
4	Write the characteristics of global companies..	Understand	CCMB409.8
5	Explain about the HR strategy planning for global organizations.	Understand	CCMB409.8

S. No	QUESTION	Blooms Taxonomy Level	Course Learning Outcome (CLOs)
1	Describe about the succession planning.	Understand	CCMB409.9
2	Explain in detail about managerial stimulation's.	Understand	CCMB409.9
3	Explain in detail about H.R. strategy planning for global organizations.	Understand	CCMB409.9
4	Explain about the essential qualities of global literate leader.	Understand	CCMB409.9
5	Explain how the global managers are developed.	Understand	CCMB409.9
6	Describe about the career development and training.	Remember	CCMB409.9
UNIT-IV			
HRM IN EUROPE AND JAPAN			
PART-A (SHORT ANSWER QUESTIONS)			
1.	List out the parliaments of EU.	Understand	CCMB409.10
2.	Write about the European council.	Understand	CCMB409.10
3.	Describe about the council of ministers.	Understand	CCMB409.10
4.	Explain five categories of council of ministers.	Understand	CCMB409.10
5.	Describe about European court of auditors.	Remember	CCMB409.10
6.	Define seniority wage system.	Remember	CCMB409.10
7.	Write few limitations of life employment.	Understand	CCMB409.10
8.	Write about European commission (EC).	Understand	CCMB409.10
9.	Write a short note on background of E.C.	Remember	CCMB409.10
10.	Write a short note on parliament in E.C.	Understand	CCMB409.10
11.	Write any two characteristic of European union.	Remember	CCMB409.10
12.	Describe about the term life time employment.	Remember	CCMB409.11
13.	Write a short note on Japanese management.	Understand	CCMB409.11
PART-B (LONG ANSWER QUESTIONS)			
1	Describe in detail about the Europe history.	Understand	CCMB409.10
2	Explain about the institutions of the European Community (E.C.).	Understand	CCMB409.10
3	Define life employment. Explain about its features.	Understand	CCMB409.10
4	Describe in detail about the seniority wage system.	Understand	CCMB409.10
5	Write about council of ministers in European Community (E.C.).	Understand	CCMB409.10
6	Write in detail about the Employee management.	Understand	CCMB409.10
7	Describe in detail about the Europe history.	Understand	CCMB409.10
8	Explain about the institutions of the European Community (E.C.).	Understand	CCMB409.10
9	Write in detail about relevance of Japanese Management in Indian Context.	Understand	CCMB409.11
10	Define life employment. Describe about it's the limitations.	Understand	CCMB409.11
11	Define life employment. Explain about its features.	Understand	CCMB405.11
12	Describe in detail about the seniority wage system.	Understand	CCMB405.11
PART-C (PROBLEM SOLVING AND CRITICAL THINKING QUESTIONS)			
1.	<p>A Case study of Japanese MNCs</p> <p>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</p>	Understand	CCMB405.11

S. No	QUESTION	Blooms Taxonomy Level	Course Learning Outcome (CLOs)
	<p>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.</p> <ol style="list-style-type: none"> 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? 		
2	<p>A Case Study of Japanese Joint Ventures in India</p> <p>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 Kriloskar (auto-parts). In so doing, the presentation will address the communication system, promotion system, training programmes and delve into how they work in India.</p> <p>How Egalitarian are Japanese Firms in India?</p>	Remember	CCMB409.11

S. No	QUESTION	Blooms Taxonomy Level	Course Learning Outcome (CLOs)
UNIT-V			
THE AMERICAN APPROACH TO HRM			
PART-A(SHORT ANSWER QUESTIONS)			
1	Define scientific management theory.	Remember	CCMB409.12
2	Define employee satisfaction.	Remember	CCMB409.12
3	Write few principles of international compensation.	Understand	CCMB409.12
4	Explain about cognitive psychology.	Understand	CCMB409.12
5	What do you understand about the organic theories of management?	Understand	CCMB409.12
6	Define international compensation.	Remember	CCMB409.12
7	List out the organic theories of management.	Remember	CCMB409.12
8	Describe about biological psychology.	Understand	CCMB409.12
9	Write few methods of International Compensation.	Understand	CCMB409.12
10	Describe any two practices of International Compensation.	Remember	CCMB409.12
11	Define Psychodynamic Perspective.	Remember	CCMB409.12
12	Describe about transforming unionized industrial relations.	Understand	CCMB409.12
13	Write a note on encouragement of union avoidance.	Remember	CCMB409.12
14	Write about Evolutionary Psychology.	Understand	CCMB409.12
15	Describe about American organizations.	Understand	CCMB409.12
PART-B(LONG ANSWER QUESTIONS)			
1	Explain in detail about the scientific management theory.	Understand	CCMB409.12
2	Define international compensation? Explain about its principles.	Analyze	CCMB409.12
3	Explain in detail about the employee satisfaction.	Understand	CCMB409.12
4	Write about the Methods and practices of International Compensation.	Understand	CCMB409.12
5	Describe about the organic theories of management.	Remember	CCMB409.12
6	Explain about the transforming unionized industrial relations.	Understand	CCMB409.12
7	Describe the practice of HRM in American organizations.	Understand	CCMB409.12
8	Write in briefly about behavioral an humanistic psychology.	Remember	CCMB409.12
PART-C (PROBLEM SOLVING AND CRITICAL THINKING QUESTIONS)			

1	<p>HRM is a category of management which is distinctively American both in its genesis and its present practice. It was influenced by American behavioral psychology and by the labor market in the United States earlier in this century.(Springer and Springer, 1990) It developed in a legal environment supportive of the American values of individualism, free enterprise and property rights. These early influences continue to shape the field today. HRM specialists engage in the following tasks: hiring personnel, job classification, management development and designing compensation and fringe benefit packages. Each of these tasks is shaped by the requirement that personnel practices be objective and without discrimination in regard to sex or race. Standardization, validation, scientific are attributes which practitioners seek in their work. Many specialists in Europe regard HRM with suspicion and as a distinctly American import.</p> <p>Disputes among advocates of the different concepts fill the pages of relevant European journals and supply panel topics at conferences. (See for example Thurley, 1989 or Adams, 1995) According to Richard Hyman, the dynamic for HRM in the United States has been anti-unionism. For this reason, HRM has had little appeal in northern Europe, in particular, where collective bargaining is highly developed and labor/management relations is institutionalized. (Hyman, 1995 pp. 35-38) European specialists argue that American HRM is too mechanistic making a science of a field that should be treated as an art. They assert that HRM is based on assumptions drawn from American culture that do not necessarily apply in Europe. Others criticize American HRM as still influenced by Taylorist approaches and lacking humanity. Europeans discuss concepts such as Taylorism, Fordism, or lean production much more commonly in their scholarly writings than do their American counterparts. The differences are a reflection of the tendency in the United States to regard the employee as an individual with an economic relationship with the firm. Pay and promotion are key concerns. In Europe, the tendency is to regard employees as a class or group with general interests.</p> <p>Three topics are popular in HRM literature in the United States today. They are employee involvement programs, the status of HRM and globalization. The interest in employee involvement programs stems from serious worries about productivity. Such programs as total quality management and team building are management initiatives to involve employees in discussions regarding improvements in the workplace. They do not involve the transfer of authority or are they mandated by law. They are sometimes advocated by consultants as part of an anti-union strategy. In regard to the status of HRM, practitioners believe that their work is not a highly valued field of management. Ambitious, young managers are advised to avoid HRM as a stepping stone to higher management. Many authorities, as well as corporate executives, argue that the status of HRM should be raised in order to make American firms more competitive in the global economy. The reality remains, however, that human resource managers have little status in the corporate hierarchy.</p> <p>Globalization is a popular word in business literature. When used in reference to HRM, it refers to the establishment of uniform HRM practices for an entire MNC in order to facilitate the effective utilization of personnel. Positions are to be filled by the best qualified individual without regard to nationality. In the jargon of the field, personnel practices are to change from ethnocentric or polycentric to geocentric. Ethnocentric practices are those in which the norms of the United States dominate and high level positions are reserved to American nationals. Expatriates staff the higher positions in subsidiaries of a MNC and policies are made in the home country headquarters. Polycentric MNCs are highly decentralized. HRM policies are determined nationally with little oversight from headquarters. Expatriates are replaced by local managers.</p> <p>Geocentric HRM is characterized by universal standards, the movement of the "best" people to positions without regard to nationality, the establishment of world-wide objectives and close collaboration between headquarters and subsidiaries. (Deresky, 1994, pp.252-261) Geocentricism currently is regarded as the best form of HRM for international corporations. (Kobrin, 1994)</p>	Understand	CCMB409.12
8 Page	Identify the topics which are more popular in HRM literature in the United States today.		

2	<p>American businesses opposed adoption of a policy on worker participation in the EU. A number of MNCs, under the leadership of Ford, formed a group in the early 1980s to oppose the famous Vredeling proposal for information and consultation of employees in MNCs. Some American consultants conducted scare campaigns against proposals in the European Community on employee rights. The hostility against EU social proposals became almost palpable in meetings of HRM managers. The proposals were considered to be a threat to traditional managerial prerogatives. Managers also argued that the proposal would increase both the cost and the complexity of doing business in Europe. Some leaders warned that American firms would disinvest in Europe if new social proposals were adopted. The strident tone created a backlash against American tactics among some Europeans in Brussels.</p> <p>The response among US managers arose from philosophical as well as strategic difference between the business environment in the US and Europe. These differences are deeply ingrained and they will make it difficult for American MNCs to adopt the new Works Council Directive. The differences start with the fundamental differences between American and European capitalism which many scholars have noted and they lead to different approaches in HRM. (See for example Hodges and Woolcock, 1993, pp. 329-344) Works council are a 'natural' extension of continental labor practices, but appear to be an infringement on the 'natural' operation of the market to many American managers. American managers have few restraints on their authority to determine pay levels, lay-offs, plant relocations or 'down-sizing'. Neither labor unions nor legislation seriously inhibit their right to manage. In contrast, the majority of European employees have their pay determined by collective bargaining compared to about twenty percent in the United States. (Adams, 1995, p. 55) Many European employees must also be informed and consulted regarding plans to lay-off, relocate or 'down-size' an operation. The employee participation programs, which are popular in the United States, are not equivalent because they are a management prerogative and not a legal requirement as they are in Europe.</p> <p>The ratification of the Maastricht Treaty, with its opt out provision on social policy, made the adoption of the Works Council Directive a certainty. In that new era, American managers in the EU apparently changed their strategy. They did not openly oppose the proposal but rather left the initiative to UNICE, the European employers association. They rightly determined that UNICE would be able to gain concessions in the final version of the directive even if they could not block it.</p> <p>Since the adoption of the directive, the American managers have been quiet. More importantly they appear to be doing little to take advantage of the three year period in which they may negotiate voluntary agreements. Officials from both the Commission and the American Chamber of Commerce in Brussels agree on this point. Consequently American firms will have to institute works councils as directed by law in 1999.</p> <p>The final section of this paper cannot be completed at this time due to the disappointing number of responses to a questionnaire which was mailed to forty HRM directors. The purpose of the questionnaire was to ascertain whether the managers followed relevant developments in the EU and whether they had plans to implement the Works Council Directive. They were also asked whether the HRM policy of their MNC was global or decentralized. The responses which were received showed no discernible pattern except all indicated that EU policies were of moderate relevance to them. Half had plans to implement the Directive and half did not. All indicated that various EU policies such as health and safety affected their operation, each indicated a different set of policies. No pattern appeared in regard to the questions concerning globalization either. The main conclusion which I reached regarding the experience is that the information regarding the consequences of EU policies will be very difficult to obtain and will require personal interviews and probably repeated interviews. Since HR managers are affected by national laws, they are not always aware that the national laws derive from an EU directives. In addition, HR managers may not know about pending policies that are under discussion elsewhere in the corporate hierarchy. The findings of a field research effort would be fascinating to have. We know little about the impact of EU policies on the operations of American MNCs. The</p>	Remember	CCMB409.12
9 P	<p>objective, however, will have to await a more ambitious program than is possible at this time.</p> <p>What are the responses of American people on the European works council directive?</p>		

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HOD, MASTER OF BUSINESS ADMINISTRATION

