


Name:	
Enrolment No:	

UPES

End Semester Examination, May 2024

Course: Cross cultural and Global HRM
Program: MBA (HRM)
Course Code: HRES8010

Semester: IV
Time : 03 hrs.
Max. Marks: 100

Instructions:

SECTION A
10Qx2M=20Marks

Q. No.		Marks	CO
1)	Solve the following.		
i.	According to _____, Culture is the shared ways in which groups of people understand and interpret the world. a) Geertz Hofstede b) Fons Trompenaars c) Edward Hall Peter Drucker	2	CO1
ii.	In Global HRM organizations need to focus on _____ a) National culture b) Corporate culture c) Professional culture All of the above	2	CO1
iii.	_____ often serve as a helpful hypothesis for what to expect when interacting with members of a cultural group. a) Specialization b) Generalization c) Stereotypes d) Both a & c	2	CO1
iv.	Administrative Expert focuses on a) Strategic issues b) Change issues c) Leadership issues d) people and day-to-day operational issues	2	CO1
v.	Cluster comparison can be done using _____ a) Globe framework b) Trompenaar's framework c) Schwartz's framework d) None of the above	2	CO1
vi.	Culture acts as liability when it is a barrier to a) Change b) Diversity	2	CO1

	c) Mergers and acquisition d) All of the above		
vii.	Clan culture is based on _____ a) Affiliation b) Achievement c) Position uncertainty	2	CO1
viii.	_____ are minicultures defined by department, designations and geographical separation. a) Dominant cultures b) Subcultures c) Combination of a & b None of the above	2	CO1
ix.	Mention the dimension of Hofstede model	2	CO1
x.	Define cross-cultural management.	2	CO1
SECTION B 4Qx5M= 20 Marks			
Q	Statement of question		
2)	Define differences in national and global culture with suitable examples.	5	CO2
3)	Explain different types of employees according to the nationalities which can be employed by the firms.	5	CO2
4)	What are different types of organizational cultures? Illustrate.	5	CO2
5)	Describe various factors affecting performance of expatriates.	5	CO2
SECTION-C 3Qx10M=30 Marks			
Q	Statement of question		
6)	How does HR apply cultural value orientations in various HR processes? Explain with suitable examples.	10	CO3
7)	How does organization become geocentric? Elaborate the role of various country nationals in developing geocentric organizations.	10	CO3
8)	Analyze the role of HR manager in the context below. What kind of trainings required for the crew to avoid such mishaps. A 22-year-old Pune man, who was serving as a deck cadet on a merchant ship sailing from Indonesia to Singapore, went missing since Friday afternoon while sailing the vessel. The missing person, identified as Pranav, has been working with Wilhelmsen Ship Management India Pvt Ltd for the past six months, he said as quoted by PTI. "The ship was sailing to Singapore from Indonesia. We got a call on Friday night from the shipping company's Mumbai office, saying our kid had vanished while he was on board. A search operation is underway to locate him," his father Gopal K said.	10	CO3

	“We are attempting to request assistance from the central government. We have also contacted the police in Pune and Mumbai. Pranav completed a three-year Marine Engineering program at an educational institution in the city,” he added.		
SECTION-D 2Qx15M= 30 Marks			
Q	Statement of question		
9)	<p>The John Deere Co., the second oldest company in the United States, sees its foreign-born employees as an integral part of its worldwide organisation. They’re implanted, almost as a kind of yeast, into the workforce. They broaden the company’s perspective, enabling it to see beyond the dominant cultures, wherever they have operations. The company is organizationally convinced that this helps it to maintain a competitive advantage as the diversity of its customer base continues to grow worldwide.</p> <p>Adel Zakaria, an Egyptian-born, naturalised American, is a bonafide example of this new breed of manager for global organisations like John Deere. He’s extremely well qualified technically—an industrial engineer with postgraduate work and several degrees. But best of all, he fits the multicultural and multilingual and multifunctional criteria. He’s a manager who can do more than one job, in more than one language, in more than one country. Zakaria is very aware of the process that has put him where he is today—at the head of the largest plant in the world, the Waterloo Works, owned by the diversified manufacturer of farm equipment and appliances founded in 1837.</p> <p>Zakaria was born into a minority status in his own country. A Coptic Christian, in the overwhelmingly Muslim country of Egypt, he has been dealing with issues of prejudice and persecution since grade school and has evolved an effective world view. “I came to this country [the US] in 1968 when I was 19 years old. I had a mechanical engineering degree from Ain Shams (Eye of the Sun) University in Cairo, and a desire to pursue my graduate studies.” Zakaria is an early example of the gold collar worker of today, highly skilled and highly sought after employees with advanced degrees from other countries, who have done research in technical fields.</p> <p>Zakaria says, “Those of us from smaller countries are usually more international in outlook. We have to be to survive. Some people I meet may unconsciously label me as a foreigner. But I refuse to be alienated. I’m a fully naturalised American with great respect for the rights and privileges I enjoy here. People make assumptions when they hear my accent and ask me, ‘Where are you from?’ And when I say, ‘Waterloo, Iowa,’ they say, ‘Before that?’ Then I say, ‘Quad Cities’ and they start showing signs of frustration. ‘No, I mean before that!’ and I answer, ‘Buffalo, NY,’ before I finally tell them I was born in Egypt.... We [foreign-born employees] must not allow others to alienate us.”</p> <p>He implies that if native-born Americans paid closer attention to the overall process of acculturation (which we can learn from the foreigners who live and study in the United States—we don’t necessarily have to travel abroad to acquire this sensitivity), we could learn more about the specifics of what works and what doesn’t, with which groups, and why. And then, when we needed to do the adapting— for example, to the different preferences of customers in other countries—we’d already have some practice.</p>	15*2=30	CO4

	<p>Zakaria went to work for John Deere at a time when they were going through major expansion into global markets, and he had opportunities to work with some of the organisation's early global visionaries. The corporate engineering staff of which he was a part, travelled to projects throughout the world, modernising and expanding facilities in many manufacturing locations. And now Zakaria is one of the organisation's executives who carries that vision forward. Whether speaking to business school students in Iowa universities or visiting John Deere plants in Europe and Asia or dealing with the Taiwanese, Indian, Mexican, and other foreign-born employees right here in the United States, Zakaria works with the many levels of diversity in a completely natural way. He's internationalised it to the point that it is second nature to him.</p> <p>It is managers and employees like Adel Zakaria that will continue to give John Deere its competitive advantage in its global marketplace.</p> <ul style="list-style-type: none">a) Does global diversity of employees help organizations? Analyze the facts in the case and present the link between business strategy and HR strategy.b) Stereotypes and generalizations are human challenges for organizations. How do HR managers help the employees to overcome the same?		
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