

Name:

Enrolment No:



UPES

End Semester Examination, May 2025

Course: Global HRM

Program: MBA HRM

Course Code: HRES8029

Semester: 4

Time : 03 hrs.

Max. Marks: 100

Instructions:

**SECTION A**  
**10Qx2M=20Marks**

Q 1	Choose the correct option	Marks	CO
i.	In low power distance cultures, people are more likely to: a) Accept unequal distribution of power b) Challenge authority and expect equal treatment c) Follow rigid hierarchies d) Respect age and status without question	2	CO1
ii.	What is the role of 'cosmopolitans' in international HRM? A) They resist changes across cultures B) They enforce local regulations C) They adapt and work across global cultures D) They manage only domestic HR policies	2	
iii.	Which factor does NOT typically influence global HRM? A) Firm Internationalisation stage B) Product lifecycle C) Cultural diversity D) Recruitment from multiple countries	2	
iv.	Which of the following is a challenge when appraising performance across different cultures? A) Lack of software tools B) Cultural biases in assessment C) Too many HR employees D) Overuse of technology	2	
v.	Which strategy type relies heavily on innovation and therefore uses skill-oriented performance metrics? A) Defender B) Analyzer C) Prospector D) Reactor	2	
vi.	Which staffing orientation focuses on hiring the best person for the job regardless of nationality? A) Ethnocentric B) Polycentric	2	

	C) Geocentric D) Regionocentric		
vii.	Which of the following is NOT a disadvantage of using PCNs? A) Familiarity with home office policies B) High cost C) Family adjustment problems D) Cultural adaptation issues	2	
viii.	Which staffing phase involves the highest hiring headcount? A) Setting up host unit B) Establishing tech team C) Full-blown operations D) HR standardisation	2	
ix.	In a multicultural team, which appraisal method can help reduce cultural misunderstandings? A) Self-appraisal only B) Supervisor-only rating C) 360-degree feedback D) Random appraisal	2	
x.	According to Trompenaars, which cultural dimension describes how people prioritize rules versus relationships? a) Universalism vs Particularism b) Individualism vs Communitarianism c) Specific vs Diffuse d) Achievement vs Ascription	2	
<b>SECTION B</b> <b>4Qx5M= 20 Marks</b>			
2	Explain the importance of HR planning and recruitment in the context of global staffing.	5	CO2
3.	Differentiate between the roles of Parent Country Nationals (PCNs), Host Country Nationals (HCNs), and Third Country Nationals (TCNs).	5	CO2
4.	Define the concept of culturally adaptive organizations. How do these organizations benefit in a global context?	5	CO2
5.	Compare Hofstede's and Trompenaars' cultural dimension frameworks. How can these models assist HR managers working in multinational enterprises (MNEs)?	5	
<b>SECTION-C</b> <b>3Qx10M=30 Marks</b>			
6.	Compare and contrast the expatriate training models proposed by Tung, Mendenhall & Oddou, and Black & Mendenhall. How do these models cater to various types of global assignments (structure reproducer, troubleshooter, operative)? Apply these theories to design a comprehensive training strategy for an expatriate being deployed to a high cultural-novelty country with long-term assignment goals.	10	CO5
7.	Examine the relationship between Strategic HRM and the four types of international business strategies—Global, Multi-domestic, International, and Transnational. How does the nature of cost pressures and local	10	

	responsiveness affect the design and execution of HR practices? Apply this analysis to propose a coherent HRM approach for a technology firm expanding into both developed and emerging markets.		
8.	Evaluate the different HR structural models—HR Shared Service Centers (HRSSC), Centers of Excellence (CoEs), and HR Business Partners (HRBPs)—in supporting global organizational strategies. How can these models be effectively integrated to balance operational efficiency with strategic agility? Use examples to show how these structures function together in a multinational context to support business growth and employee experience.	<b>10</b>	
<b>SECTION-D</b> <b>2Qx15M= 30 Marks</b>			
9.			<b>CO4</b>
a)	<p>EcoPharma, a European pharmaceutical MNC, recently expanded operations into Indonesia. The corporate office has implemented a standardized Performance Management System (PMS) that emphasizes quarterly result-based evaluations and bonuses linked to individual targets. However, the Indonesian subsidiary has faced challenges in adapting to this model. Employees express discomfort with individualistic performance targets, preferring team-based recognition and feedback through informal, face-to-face communication. Managers also struggle with giving direct negative feedback, fearing it may damage workplace harmony. The HR team at headquarters is concerned that if the current PMS model is not implemented uniformly, it may compromise the consistency of performance metrics across countries.</p> <p>Question: Using your understanding of cultural dimensions (such as individualism vs. collectivism and high vs. low context communication), critically analyze why the standardized PMS model may not be effective in the Indonesian context. How can EcoPharma redesign its PMS to ensure cultural sensitivity while maintaining organizational alignment across its global operations?</p>	<b>15</b>	
b)	<p>AutoNova, a German automobile manufacturer, recently opened a subsidiary in Kenya. In the early phase, the company staffed key managerial roles with Parent Country Nationals (PCNs) to ensure control and technology transfer. Three years later, as the subsidiary stabilizes, HR is under pressure to localize roles and reduce costs. The leadership team is considering transitioning to Host Country Nationals (HCNs) for operational leadership roles. However, there is concern about whether the local talent pool is ready for leadership responsibilities and how this transition might affect organizational culture, motivation, and performance.</p> <p>Question: Apply the concept of staffing orientations (ethnocentric, polycentric, geocentric) and the evolution of MNC life cycles to critically evaluate</p>	<b>15</b>	

	AutoNova’s decision. What are the strategic implications of shifting from PCNs to HCNs at this stage, and how can HR ensure successful knowledge transfer, leadership development, and alignment with corporate goals?		
--	--	--	--