



Name:

Enrolment No:

**UPES**

**End Semester Examination, May 2023**

**Course:** Cross Cultural Management and Global HRM

**Program:** MBA (HRM)

**Course Code:** HRES8010

**Instructions:** All questions are compulsory

**Semester:** IV

**Time :** 03 hrs.

**Max. Marks:** 100

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

S. No.		Marks	CO
Q 1	Choose correct alternative		CO1
i.	According to _____, Culture is the collective programming of the mind which distinguishes the members of one group ... from another. a) Geertz Hofstede b) Fons Trompenaars c) Edward Hall d) Peter Drucker	2	CO1
ii.	Kluckhohn and Strodtbeck identified _____ a) Cultural value orientation b) Pattern of human actions c) Global HRM framework d) National Cultural dimensions	2	CO1
iii.	In Global HRM organizations need to focus on _____ a) National culture b) Corporate culture c) Professional culture d) All of the above	2	CO1
iv.	_____ orientation is hallmark of MNCs. a) Ethnocentric b) Geocentric c) Regionocentric d) Polycentric	2	CO1
v.	An individual who works anywhere but not in his own country is called _____ a) Repatriate b) Expatriate c) Global Employee d) NRI	2	CO1
vi.	_____ build or reproduce in a foreign subsidiary, a structure similar to that which he or she knows from another part of the company. a) Trouble Shooter	2	CO1

	b) Operative c) Structure Reproducer d) Employee Champion		
vii.	_____ societies would not see long term planning as valuable. a) Past oriented b) Present oriented c) Future Oriented d) Global Oriented	2	CO1
viii.	_____ focuses on people and day-to-day operational issues. a) Employee champion b) Strategic partner c) Change agent d) Administrative expert	2	CO1
ix.	Balanced Scorecard is developed by _____ a) David Norton and Robert Kaplan b) Dave Ulrich c) Elton Mayo d) F.W. Taylor	2	CO1
x.	High-cost pressures and high local responsiveness is _____ a) Global Strategy b) Transnational Strategy c) Multi-domestic Strategy d) International Strategy	2	CO1

**SECTION B**  
**4Qx5M= 20 Marks**

Q	Statement of question		
Q 2.	Explain the differences between stereotypes and generalizations.	5	CO2
Q 3.	Explain the various roles of HR champion.	5	CO2
Q 4.	Is performance appraisal for expatriates different from other employees? Demonstrate.	5	CO2
Q 5.	Elaborate the role of various country nationals in developing business.	5	CO2

**SECTION-C**  
**3Qx10M=30 Marks**

Q	Statement of question		
Q 6.	What are various cultural dimensions? Compare the cultural dimension of Hofstede and Schwartz.	10	CO3
Q 7.	Analyze the role of various factors affecting design and structure of HRM with examples.	10	CO3
Q 8.	How does evolution of MNCs affect staffing practices? Illustrate.	10	CO3

**SECTION-D**  
**2Qx15M= 30 Marks**

Q 9	Read the case and answer the questions given below		
	<p>The office equipment company (OEC) must identify a manager to help set up and run a new manufacturing facility located in the Palestinian-controlled Gaza Strip. The position will have a minimum duration of three years. OEC manufactures office equipment such as photocopying machines, recording machines, mail scales and paper shredders in eight different countries. OEC's products are distributed and sold worldwide. Currently, OEC has no manufacturing facility in the Middle East, but has been selling and servicing products in Israel since the early 1970s. OEC sells its products in Israel through independent importers but is now convinced that it needs to have a local manufacturing facility in order to take full advantage of the new, more peaceful situation in the region. Despite occasional turmoils that interrupt new moves towards peace, OEC's sales in Israel have been improving, with increase in profitability. OEC has recently been contacted by distributors in Jordan and Egypt about possible sales of OEC products. Incentives for foreign direct investment in the Gaza Strip could help OEC develop extensive operations in the region at a considerably reduced cost.</p> <p>OEC hopes to begin constructing a factory in the Gaza Strip within the next six months. This factory would import products and assemble them. The construction of the assembly plant would be supervised by a US technical team and a US expatriate would be assigned to direct the production. This expatriate manager would report directly to the headquarters of OEC in the US. The option of filling the position of managing director with someone from outside the organization is alien to OEC's policy. Otherwise, the options are fairly open. OEC uses a combination of home-country, host country and third-country nationals in top positions in foreign countries. It is not uncommon for managers to rotate among foreign and domestic locations (in the US). In fact, it is increasingly evident that international experience is an important factor in deciding the persons who will be appointed to top corporate positions. The sales and service operations in Israel have been controlled through OEC's European regional office located in Podemone, Italy. A committee at the European regional office has quickly narrowed its choice to the following three candidates.</p> <p><b>Tom Zimmerman:</b> Zimmerman joined the organization 30 years ago and is well-versed in all the technical aspects required for the job. Zimmerman is a specialist in start-up projects and has supervised the construction of new manufacturing facilities in four countries. He has never been assigned to work abroad permanently. His assignments have usually been in developed countries and for periods of less than six months. He is extremely competent in the duties he has performed over the years and will retire in about four-and-a-half years. Neither he nor his wife speaks any language other than English—their children have grown and are living in the US. Zimmerman is currently in-charge of an operation about the size that the one in Gaza Strip will be after the factory begins operating.</p>	15*2=30	CO4

However, as that operation is being merged with another, this present position will become redundant.

**Carolyn Moyer:** Carolyn joined OEC after getting her BS in engineering from Purdue University and an MBA from the prestigious Bond University in Australia. At the age of 37, she has already moved between staff and line positions of growing responsibility. For two years, she was the second-in-command of a manufacturing plant in Texas, about the size of the new operation in Gaza Strip. Her performance in that post was considered excellent. Currently, she works as a member of a staff production planning team. When she joined OEC, she had indicated her eventual interest in international responsibilities because of a belief that it would help her advancement in career. She speaks French well and is not married.

**Francis Abhrams:** Francis is currently one of the Assistant Managing Directors in a large Mexican operation, which produces for and sells to the Mexican market. He is a Jewish New Yorker who has worked for OEC in Mexico for five years. He holds an MBA from New York University and is considered to be one of the likely candidates to head a Guatemalan operation when the present managing director retires in four years. He is 35, married with four children (ages two to seven). He speaks Hebrew adequately. His wife does not work outside the home and speaks only English.

**Leon Smith:** At 30, he is assistant to the Managing director at the Athens manufacturing facility, a position he assumed when he joined OEC after completing his under-graduate studies in the US seven years ago. He is considered competent, especially in production operations, but lacks managerial experience. He was successful in increasing OEC's production output in Athens during his tenure in Athens. Leon travelled extensively in the Middle East. He went to the college with a number of students from Saudi Arabia, Jordan and Egypt. These individuals came from prominent political and business families in their countries and Leon has visited them during his travels. He thus has the advantage of being reasonably well-connected, with influential families in the region. He is not married.

- A) What problems might each individual encounter if chosen for the position?
- B) Whom should the committee choose for the assignment and why? How might OEC go about minimising the problems that the chosen person would have in managing the Gaza Strip operations?