



<b>Name:</b>	
<b>Enrolment No:</b>	

**UPES**  
**End Semester Examination, May 2024**

<b>Course:</b>	<b>Semester:</b>
<b>Program:</b>	<b>Time : 03 hrs.</b>
<b>Course Code:</b>	<b>Max. Marks: 100</b>
<b>Instructions:</b>	

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

S. No.	Question	Marks	CO
Q 1.1	Offshoring can lead to: a. Cost savings b. Increased cultural diversity c. Reduced global market reach d. Enhanced communication barriers	2	CO1
1.2	Which of the following best describes a merger? a. One company acquires another and maintains both brand names b. Two companies combine to form a new entity c. A company sells a portion of its business to another company d. A company acquires a competitor to eliminate competition.	2	CO1
1.3	Which of the following is a challenge often associated with repatriation? a. Inadequate compensation packages b. Difficulty adjusting to the host country's culture c. Limited career development opportunities d. Reintegration into the home country's work culture and environment	2	CO1
1.4	In global HRM, talent acquisition strategies are typically the same across all countries. (True/False)	2	CO1
1.5	Which of the following is the primary disadvantage of using expatriates to fill foreign subsidiary management positions? a) High costs associated with relocation b) Time and effort required for training c) Inability to create short term results d) Security concerns	2	CO1
1.6	Knowledge transfer in global organizations refers to: a. Sharing of expertise and information across international borders b. Exclusively transferring knowledge from headquarters to subsidiaries c. Restricting knowledge sharing to within individual departments d. Limiting knowledge exchange to local markets	2	CO1
1.7	Global talent management strategies are not influenced by cultural differences. (True/False)	2	CO1
1.8	A key focus of global leadership development is to:	2	CO1

	a. Encourage ethnocentric perspectives b. Avoid cross-cultural communication challenges c. Foster collaboration across borders d. Resist change and innovation		
1.9	Which of the following is a potential challenge expatriates may face in achieving work-life balance? a. Limited opportunities for career advancement b. Inadequate cultural immersion c. Difficulty adjusting to local cuisine d. Balancing work commitments with personal life in a new environment	2	CO1
1.10	Knowledge transfer in global organizations can be hindered by: a. Embracing cultural diversity b. Robust communication networks c. Language barriers and cultural differences d. Effective cross-functional teams	2	CO1
<b>SECTION B</b> <b>4Qx5M= 20 Marks</b>			
Q 2.1	Describe the HRM issues in merger and acquisition in global organizations.	5	CO2
Q 2.2	Explain the benefits of an ethnocentric approach to international staffing.	5	CO2
Q 2.3	Differentiate the term offshoring and outsourcing in the business context with examples.	5	CO2
Q 2.4	What are the most important factors in the selection decisions of expatriates?	5	CO2
<b>SECTION-C</b> <b>3Qx10M=30 Marks</b>			
Q	What factors should multinational companies consider when deciding which international staffing approach to adopt in different regions? Explain with example of any global company.	10	CO3
Q	Describe the two key strategic approaches that multinational corporations (MNCs) adopt to manage their operations in multiple countries.	10	CO3
Q	Differentiate between expatriate and repatriate. Explain the expatriate selection criteria for global assignment.	10	CO3
<b>SECTION-D</b> <b>2Qx15M= 30 Marks</b>			
Q	Imagine that you have recently been hired as a human resources consultant by a Canadian multinational enterprise (MNE) called Aero. Aero designs, manufactures and sells commercial airplane engines and fuselages worldwide. It currently has over 1,000 employees in its three locations, including 500 at its global headquarters in Canada, 300 at a manufacturing plant in the U.S., and now over 200 at its newest manufacturing plant in Mexico.  The firm is having problems communicating and sharing its corporate values and policies with its newest employees in Mexico. The only experience Aero has had in opening a new subsidiary prior to Mexico was	10*3	CO4

	<p>in the U.S., where corporate values and policies were taken up by American employees with little difficulty. The problems in the Mexican plant seem to centre around poor communications between the managers, who are mostly Canadian, and its new employees, who are mostly from Mexico. “We want our corporate culture to be the same everywhere,” explains Aero’s CEO, Ms. Mary Avery, to you over lunch. “We want everything we do in Canada to be the accepted, standard practice across all of our locations, but that just doesn’t seem to be getting across to our employees in Mexico.” Avery continues by telling you that all new employees are trained in Aero’s corporate culture via discussions with their managers and corporate brochures/reading materials. She says that her Canadian managers in Mexico are frustrated with the Mexican workers’ abilities to learn Aero’s culture and that, as a result, productivity at the plant has been negatively impacted.</p> <p>You investigate the issue by speaking with managers and employees at the new subsidiary in Mexico. The managers complain that employees at the new plant do not speak their mind very often, and often seem to stress harmony with each other over learning Aero’s culture. Managers are also frustrated that staff meetings frequently start late due to the lateness of employees. The employees, who are younger than their managers on average, are frustrated that they are not told exactly how to do their tasks; instead, they are told to read their employee manuals for guidance. They are concerned that Aero managers are too impatient with them about learning the policies. They feel they have been left to their own devices to figure out how things work, which often causes them to stay late at work. What is more, staying late on their shifts often causes them to be late for staff meetings, where they are often berated by managers for not acting like “good Canadian employees”.</p>		
	<p>Q 1- What are the major challenges faced by Aero’s in Mexico plant and how would you overcome those challenges?</p> <p>Q 2- Select any three important dimensions of Hofstede’s five cultural dimensions to explain to Avery the main differences between Aero’s Canadian HQ and its Mexican subsidiary in terms of culture. Explain why you selected this dimension as the primary source of the problem between the Aero HQ and its Mexican plant.</p> <p>Q 3. Do you think Aero’s management is taking a more standardized or a more localized approach to their human resources management? If so what the new approaches Aero’s management can follow to improve productivity?</p>		