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Code No: BA1922

GEC-R14

MBA III Semester Regular Examinations, November 2016

GLOBAL HRM

(Master of Business Administration)

Time: 3 Hours

Max. Marks : 60

Note: Answer All Sections of Questions.

All Questions from **Section-A** are to be answered at one place.

SECTION-A

6 × 2 = 12M

1. Define HR Leveraging.
2. Write short note on "Concept of compensation".
3. What is an International Assignment?
4. Define Diversity Management.
5. What is QWL?
6. What is Global HRM?

SECTION-B

3 × 12 = 36M

1. a) Give an overview of Cross Cultural Conflicts.

(OR)

- b) State some measures to strengthen International Labor Relations.

2. a) Describe the steps in the process of International HR Planning.

(OR)

- b) Write in detail about the skill building methods.

3. a) Explain about Strategic Advantage through HRD.

(OR)

- b) Describe the role of HR in Merger and Acquisitions.

SECTION-C

1 × 12 = 12M

CASE STUDY (Compulsory)

A large, well known Canadian company had found full depreciation of the equipment which was used to make specialized automobile companies for north-American automobile producers. Although the equipment had been well

maintained and worked well, it required to be handled by a large number of laborers. The result was the high labor costs that made the company's brake assemblies, manufacturer, and related products unprofitable. A decision was made to replace the equipment with more highly automated, numerically controlled machine tools. Since the economic value of the old equipment exceeded its value as scrap, the equipment was shipped to the company's Brazilian operations, where labor costs were considerable lower. Upon arrival and after the setting up of a new facility, the company received numerous profitable orders from Brazil's rapidly growing automobile industry. Though the labor hours per product remained about the same the lower Brazilian labor rates allowed the new facility to be profitable. Soon a second shift was added and with it problems began.

The equipment began to experience a growing "downtime" because of machine failures and quality-particularly on part dimensions-declined dramatically. At a staff meeting the Brazilian plant manager met his staff, including several industrial engineers who had been trained in Canada and the United States. The engineers argued that the problems were almost certainly caused by maintenance since the machinery had worked well in Canada and initially in Brazil. The HR director agreed that it was perhaps the question of maintenance of the old machinery but he also noted that many of the on-machine instructions and maintenance manuals had not been translated into Portuguese. He also observed that the problems began after the second shift was hired.

Questions:

1. From the discussion of job analysis information and job design, what actions would you recommend to HR department?
2. Given the problems associated with the second shift, what differences would you look for between first shift and second shift workers?
3. Since the Canadian workers had considerable experience with the equipment but the workers particularly in second shift in Brazil had very little experience, what implications do you see for the job design?
