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IV Semester M.B.A. (Day & Evening) Degree Examination,
November/December - 2025
MANAGEMENT
Global HRM
(CBCS Scheme 2019 Onwards)
Paper : 4.4.1

Time : 3 Hours **Maximum Marks : 70**

SECTION - A

Answer any Five questions from the following. Each question carries 5 marks. **(5×5=25)**

1. Discuss the significance of cross-cultural communication in global organizations.
2. Analyze the role of host country environment in shaping MNC HR policies.
3. Explain the role of CSR and sustainability in modern global HRM practices.
4. Describe the motives behind international transfers in MNCs.
5. Examine the challenges faced by women in global assignments.
6. Identify key global demographic trends impacting HR planning.
7. Evaluate the importance of performance management systems for expatriates.

SECTION - B

Answer any Three questions from the following. Each question carries 10 marks. **(3×10=30)**

8. Evaluate the impact of globalization on HRM policies and strategies of multinational corporations.
9. Discuss how compensation strategies are adapted to different cultural and institutional contexts.
10. Discuss the process of expatriate selection and repatriation management in MNCs.
11. Analyze the emerging trends and challenges of managing global careers in the 21st Century.

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SECTION - C

12. Compulsory Case Study : **(1×15=15)**

When Siemens AG expanded operations into India and China, it faced difficulties in aligning German corporate culture with local workforce expectations. German managers emphasized structure, efficiency, and direct communication, while employees in Asia valued hierarchy, group consensus, and relationship-building.

The HR department launched a "Global Connect Program" aimed at building cultural sensitivity. This included cross-cultural training, exchange visits, and leadership workshops. Despite these initiatives, friction persisted-particularly around performance appraisals and incentive systems. German managers prioritized merit-based pay and accountability, while local teams expected collective rewards and respect for seniority.

Siemens later adapted its HRM approach by combining both systems. It implemented hybrid performance appraisals-balancing individual metrics with team-based recognition-and introduced "cultural mentors" to support foreign managers. Within two years, employee engagement and retention improved significantly, and Siemens became recognized as a model for culturally adaptive HRM.

Questions:

a) Identify and explain the major cross-cultural challenges Siemens faced in India and China.

b) How did Siemens modify its HRM practices to suit local cultures?

c) What lessons can global HR managers learn from this case regarding cultural adaptability?