

Total No. of Printed Pages : 3  
Total No. of Questions : 10

MBAS 559

Sl.No. : 0111

IV Semester M.B.A. Degree Examination, May 2018  
**BUSINESS ADMINISTRATION**  
**Global Human Resource Management**

Time : 3 Hours

Max. Marks : 70

**SECTION - A**  
(Compulsory)

Note : Answer to the question should not exceed Six pages. (1 × 15 = 15)

Q1) Compare and contrast the Pool's model and Brewster and Bournois model of IHRM.

**SECTION - B**

Sri Dharmasthala Manjunatheshwara  
College of Business Management, Mangalore  
Post Graduate Centre for Management  
Studies and Research Library

Note : Answer any five questions. Each question carries 8 marks. Answer to the question should not exceed five pages. (5 × 8 = 40)

Q2) "Performance management is the most important responsibility of HR executives". Comment.

Q3) Elucidate the job related factors and social factors in the reentry process of expatriates.

Q4) What factors should be taken into account for an effective pre-departure training programme? Explain.

Q5) Explain the factors that differentiate International from Domestic HRM.

Q6) Explain an overview of HRM practices in USA.

Q7) Discuss the role and concerns of trade unions in MNCs.

Q8) Differentiate between 'Going Rate' and 'Balance Sheet' approaches to International compensation.

Q9) Explain the techniques and sources of Global recruitment.

MU-305

P.T.O.

SECTION-C  
(Compulsory)

(1 × 15 = 15)

*Q10*) Sumitomo Metal Industries (SMI) was established in 1897. Today it is one of the leading companies in the Japanese steel industry although it has also diversified into construction engineering, plant engineering, systems engineering, electronics, advanced materials and biomedicines. It has a one trillion yen turnover, of which 80% comes from steel. Tsuda (1996) describes the extensive programme of human resource development within the context of changes that are affecting the steel industry.

Japanese views on work are changing. There has been a reduction in the workforce in manufacturing industries. The upshot of this is that young people do not show as much interest in manufacturing as they did in the past. The working environment has changed with the introduction of microelectronics and computers, which have changed models of operation. Managers have had to comply with improvement in working conditions, eliminating the three 'Ks': kiken (dangerous), kitsul (hard) and kitanai (filthy).

There has also been an increase in the number of ageing employees in the workforce. With a reduction in the total number on the production lines, this has interfered with the smooth transition of tasks from skilled technicians to their successors, and has affected the maintenance of high levels of technical performance. Within Sumitomo, there was therefore a requirement to meet the needs to develop an adaptable and efficient workforce.

As a result, under the guidance of its philosophy of 'valuing humanity and technology' the company has undertaken long-term, condition and extensive educational and development programmes, from top managers down to blue-collar workers. It had already established, in 1952, an Apprentice school to provide in-company education and training for junior high school graduates of three years in "moral education and practical affairs".

Management development programmes are aimed at making the best use of the corporate organization '4Cs' abilities: coordination, communication, creation and culture-orientation. Training programmes are also directed at the ageing workers,

to increase their abilities to perform broader duties. They too are expected to “improve moral, revitalizing old workers, and to meet the demand for a reduction of working hours through multiplied skills and restructured duties”.

Questions:

- 1) How does the concept of ‘valuing humanity’ in the people management policies of Sumitomo differ from concepts of human resource management as practiced in your organization, or an organization with which you are familiar?
- 2) How could your organization, or one with which you are familiar in your country, obtain the type of total commitment obtained in companies like Sumitomo?

**Sri Dharmasthala Manjunatheshwara  
College of Business Management, Mangalore  
Post Graduate Centre for Management  
Studies and Research Library**

