

GUJARAT TECHNOLOGICAL UNIVERSITY**MBA - SEMESTER- III EXAMINATION – WINTER 2019****Subject Code: 3539284****Date:02-12-2019****Subject Name: Global Human Resource Management****Time: 10:30 AM TO 1.30 PM****Total Marks: 70****Instructions:**

1. Attempt all questions.
2. Make suitable assumptions wherever necessary.
3. Figures to the right indicate full marks.

- Q.1** Define: **14**
- (a) HCN
 (b) Global Product Division
 (c) The Transnational
 (d) COLA
 (e) Tax Equalization
 (f) Virtual Assignment
 (g) Career Anxiety
- Q.2** (a) Discuss which are the stages a firm passes while going global. **07**
- (b) Outline the main characteristics of the four approaches of international staffing. **07**
- OR**
- (b) Discuss the selection criteria of an expatriate in international HRM **07**
- Q.3** (a) Explain the role of a non-expatriate. **07**
- (b) Assume you are head HR in MNE, and you are designing the pre-departure training of an expatriate, explain the components of effective pre- departure training program. **07**
- OR**
- Q.3** (a) Write a note on components of compensation for an international assignment. **07**
- (b) Are female expatriate different? Discuss challenges faced by female expatriate in MNE. **07**
- Q.4** (a) Explain the phases of cultural adjustment. **07**
- (b) What do you mean by repatriation? Discuss repatriation process in detail. **07**
- OR**
- Q.4** (a) Discuss key issues in international IR. **07**
- (b) Discuss future trends and challenges faced by international HR. **07**

It is a dense, dramatic account of police raids, arrests and the investigation into allegations that at least 200 million Euros was siphoned out of secret bank accounts in Liechtenstein, Australia and Switzerland. A page turning airport thriller? No, the 20-F filing submitted by Siemens, a German conglomerate, to the Securities and Exchange Commission in Washington, DC on 11th December. At the same time, the firm restated its earnings to take account of uncertainties over transactions being investigated by state prosecutors in at least three countries.

The purpose of these murky dealings remains unclear; was it a case of self – enrichment by crooked employees or something more sinister – carefully laundered bribes to win Siemens business in some of the 190 countries in which it operates? Siemens insists that it was a victim of crime not an accessory to it. It is investigating 420 million Euros of suspicious payments to consultants over the past seven years. Meanwhile, six present and former employees, including one former board member arrested on 12th December, are in custody.

In the flow of adverse publicity since police raided 30 of its offices a month ago, Siemens has tried to show that it is taking appropriate action. It announced the formation of a “task force” to clarify and standardize its employees’ business practices. It also appointed an ombudsman to encourage internal whistleblowing. But for Transparency International (TI), an anti-corruption campaign group, this was not enough. It had already suspended Siemens’ membership of its German chapter in 2004 because of the company’s reluctance to be transparent about an unresolved bribery case in Italy. Siemens’s sluggish reaction to investigations in Liechtenstein triggered a letter last month from TI warning that the firm’s membership would be liable for termination after 15th December.

At an emergency board meeting this week Siemens announced new measures to show how determined it is to change its culture. It appointed a law firm to investigate the company’s compliance and control systems. And it appointed Michael Hershman, an anti-corruption expert and one of the founders of TI, to review anti-corruption controls and training at Siemens. Some of Siemens’ problems stem from the 1990s, before Germany and other nations signed the OECD’s anti-bribery convention in 1999. Yet the Italian case post-dates the convention and another case in Greece concerns preparations for the 2004 Olympics. Siemens and the Munich prosecutors point to evidence that in the latest shenanigans the suspects “banded together” to defraud the firm. There is only so much one can do, sighs a Siemens’ spokesman, against “criminal energy”.

But even poor supervision and control, rather than connivance with bribery, are bad enough. It cannot help appearances that Heinrich von Pierer, who was chief executive of Siemens in the 1990s before bribery was outlawed, still heads the supervisory board. He was supposed to steer the company through its transition to OECD anti-bribery rules and compliance with America’s Sarbanes-Oxley Act,

which requires greater disclosure and personal responsibility from executives. Worst of all for Germany's reputation as export champion of the world is the suspicion that it may owe some of its prowess to secret bank accounts and slush funds.

Questions:

- (a) Analyze the problems faced by Siemens at International level. **07**
- (b) Give your suggestion regarding global HR practices adopted by Siemens. **07**

OR

- Q.5**
- (a) Give your opinion regarding actions taken by Siemens. **07**
 - (b) If you are at the position of Heinrich von Pierer, how would you manage the situation? **07**
