

Code No: **24BA4T6HA****II MBA - II Semester - Regular Examinations – JUNE 2026****INTERNATIONAL HRM**

Duration: 3 Hours

Max. Marks: 70

Note: 1. This question paper contains two Parts: Part-A and Part-B.

2. Part-A contains 5 essay questions with an internal choice from each unit.

Each Question carries 12 marks.

3. Part-B contains one Case Study for 10 Marks.

4. All parts of Question paper must be answered in one place

BL – Blooms Level

CO – Course Outcome

PART - A

			BL	CO	Max. Marks
<u>UNIT – I</u>					
1.	a)	Critically analyze the challenges of managing human resources in a globalized economy.	L2	CO1	6 M
	b)	Illustrate the importance of International HRM in achieving organizational sustainability.	L2	CO1	6 M
OR					
2.	a)	Analyze the strategic role of IHRM in leveraging human resources globally.	L4	CO1	6 M
	b)	Examine the major challenges of Globalization faced by HR managers today.	L4	CO1	6 M
<u>UNIT – II</u>					
3.	a)	Explain the significance of Global HR Planning in multinational corporations.	L2	CO2	6 M
	b)	Describe the various staffing policies used in International assignments.	L2	CO2	6 M

OR					
4.	a)	Discuss the factors to be considered during the positioning and repatriation of expatriates.	L2	CO2	6 M
	b)	Outline the legal content of Global HRM and the specific problems faced by women on International Assignments.	L2	CO2	6 M
<u>UNIT-III</u>					
5.	a)	Elaborate on Hofstede's Model of cultural dimensions and its relevance to IHRM.	L2	CO3	6 M
	b)	How does diversity management impact the effectiveness of cross-culture teams?	L3	CO3	6 M
OR					
6.	a)	Compare the Kluckhohn-Strodtbeck Model with Andre-Laurent's Theory of culture.	L4	CO3	6 M
	b)	Analyze the "Talent Crunch" and other challenges specifically faced by Indian MNCs.	L4	CO3	6 M
<u>UNIT – IV</u>					
7.	a)	Identify the objectives and importance of International Compensation Management.	L3	CO4	6 M
	b)	Explain the different approaches used to determine compensation in global assignments.	L2	CO4	6 M
OR					
8.	a)	Discuss the current trends and issues in global compensation practices.	L2	CO4	6 M
	b)	Evaluate the implications of global compensation models on Indian HR systems.	L4	CO4	6 M

<u>UNIT – V</u>					
9.	a)	Define Global HRD Climate. Suggest measures for creating a positive HRD climate in an MNC.	L2	CO5	6 M
	b)	Discuss the Strategic Framework of Human Resource Development.	L2	CO5	6 M
OR					
10.	a)	Analyze the impact of globalization on the Quality of Working Life (QWL) and productivity.	L4	CO5	6 M
	b)	Describe the challenges involved in creating a "New Corporate Culture" through globalization.	L2	CO5	6 M

PART – B

	CASE STUDY	L4	CO5	10 M
11.	The "Global-Local" Culture Clash at TechNova Solutions TechNova Solutions, a rapidly expanding Indian MNC, recently acquired a mid-sized software firm in Germany to gain a strategic advantage in the European market. The acquisition was intended to leverage global human resources and create a unified "New Corporate Culture" that blends Indian agility with German precision. Six months into the merger, the Global HRD Climate is deteriorating. The German employees, accustomed to a high Quality of Working Life (QWL) with strict 35-hour work weeks and clear boundaries, are struggling with the Indian parent company's "always-on" culture. Conversely, the Indian managers feel that the German team's refusal to attend late-night global sync calls is impacting Productivity and slowing down the Creation of New Jobs planned for the Berlin hub.			

The Strategic Framework of HRD originally designed by the HQ in Bengaluru failed to account for these cultural nuances. Consequently, top talent in Germany is resigning, leading to a "talent drain" instead of a "strategic advantage". The CEO has tasked the Global HR Director with restoring the HRD climate and aligning the corporate culture without sacrificing productivity.

Analyze:

As a consultant brought in to solve this crisis, provide your analysis based on the following:

1. Identify the Challenges: What are the primary HRD challenges TechNova is facing due to globalization in this specific scenario?
2. Measures for HRD Climate: Suggest three specific measures TechNova can implement to create a healthy Global HRD Climate that respects both Indian and German work ethics.
3. Strategic Recommendations.

(a) Propose a revised Strategic Framework of HRD that balances Productivity with the Quality of Working Life (QWL).

(b) How can the organization build a "New Corporate Culture" that serves as a global strategic advantage rather than a point of conflict?

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PART – A

UNIT – I

1. a) Critically analyze the challenges of managing human resources in a globalized economy. (6M)
- b) Illustrate the importance of International HRM in achieving organizational sustainability. (6M)

OR

2. a) Analyze the strategic role of IHRM in leveraging human resources globally. (6M)
- b) Examine the major challenges of Globalization faced by HR managers today. (6M)

UNIT – II

3. a) Explain the significance of Global HR Planning in multinational corporations. (6M)
- b) Describe the various staffing policies used in international assignments. (6M)

OR

4. a) Discuss the factors to be considered during the positioning and repatriation of expatriates. (6M)

- b) Outline the legal content of Global HRM and the specific problems faced by women on International Assignments. (6M)

UNIT – III

5. a) Elaborate on Hofstede's Model of Cultural Dimensions and its relevance to IHRM. (6M)
b) How does diversity management impact the effectiveness of cross-cultural teams? (6M)

OR

6. a) Compare the Kluckhohn–Strodtbeck Model with Andre Laurent's Theory of Culture. (6M)
b) Analyze the "Talent Crunch" and other challenges specifically faced by Indian MNCs. (6M)

UNIT – IV

7. a) Identify the objectives and importance of International Compensation Management. (6M)
b) Explain the different approaches used to determine compensation in global assignments. (6M)

OR

8. a) Discuss the current trends and issues in global compensation practices. (6M)
b) Evaluate the implications of global compensation models on Indian HR systems. (6M)

UNIT – V

9. a) Define Global HRD Climate. Suggest measures for creating a positive HRD Climate in an MNC (6M)
b) Discuss the Strategic Framework of Human Resource Development. (6M)
- OR**
10. a) Analyze the impact of globalization on the Quality of Working Life (QWL) and productivity. (6M)

b) Describe the challenges involved in creating a "New Corporate Culture" through globalization. (6M)

PART – B

CASE STUDY

(10 Marks)

11. The "Global-Local" Culture Clash at TechNova Solutions

TechNova Solutions, a rapidly expanding Indian MNC, recently acquired a mid-sized software firm in Germany to gain a strategic advantage in the European market. The acquisition was intended to leverage global human resources and create a unified "New Corporate Culture" that blends Indian agility with German precision.

Six months into the merger, the Global HRD Climate is deteriorating. The German employees, accustomed to a high Quality of Working Life (QWL) with strict 35-hour work weeks and clear boundaries, are struggling with the Indian parent company's "always-on" culture. Conversely, the Indian managers feel that the German team's refusal to attend late-night global sync calls is impacting Productivity and slowing down the Creation of New Jobs planned for the Berlin hub.

The Strategic Framework of HRD originally designed by the HQ in Bengaluru failed to account for these cultural nuances. Consequently, top talent in Germany is resigning, leading to a "talent drain" instead of a strategic advantage. The CEO has tasked the Global HR Director with restoring the HRD climate and aligning the corporate culture without sacrificing productivity.

Analyze:

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3. Strategic Recommendations

(a) Propose a revised Strategic Framework of HRD that balances Productivity with the Quality of Working Life (QWL).

(b) How can the organization build a "New Corporate Culture" that serves as a global strategic advantage rather than a point of conflict?

PART – A

UNIT – I

1 a) Critically analyze the challenges of managing human resources in a globalized economy

Managers often challenge to balancing the requirements of global thinking and local action are facing people, ideas, products, and information should be in order to meet the needs of the local worldwide are displaced. Now is the political position of the variable, the variable exchange rates, world trade and commercial decisions in unfamiliar cultures is logged, and therefore the managers should be based on the needs of your international customers under training.

- 1- **Change Careers:** A kind of transformation and transfer of manufacturing to professional services. The main reason for this change, the emergence of phenomena such as: Internet, computer and information systems. This transformation is due to the higher level of auto factories and workshops, creates a challenge in the field of human resources management.
- 2- **Market Competition:** The other problem, increasing global competition. This competition will increase the pressure on companies to increase the quality and reduce the price and therefore the necessity of using skilled forces.
- 3- **The Lack Of Skilled Workforce:** Due to the increase in new industries that require higher skills and education with the forces. In today's world, organizations need to keep your organization running reorganization. This more organized for this is flat as possible and costs the reduction that increase or reduce the human work force is itself a challenge for human resources.
- 4- **Challenges of Changing Technology:** Technology development orientation towards artificial intelligence, expert systems, robots, long range, forms the transferor, biotechnology and information technology.
- 5- **Expect More New:** The work force looking for new challenge and solve issues and problems and wants to be more free to explore and innovate and be creative. Their flexibility, accountability and responsibility. They want to work with those leaders that they have to respect it, and they did.

6- **Intellectual Capital:** The most successful organizations will be those that can manage ability to people with global organizations to attract, nurture and retain.

1b) Illustrate the importance of International HRM in achieving organizational sustainability.

It can be defined as a set of activities aimed managing organizational human resources at international level to achieve organizational objectives and achieve competitive advantage over competitors at national and international level.

1 Cultural Factors:

Culture means shared beliefs, values, norms, and moral by the people. Organisational culture means a pervasive underlying set of beliefs, assumptions, values, shared feelings and perceptions, which influence the behaviour of people in the organisation. The same distinguishes one organisation from another.

2. Economic Conditions:

Like cultural differences, there abound economic differences among nations/countries. Differences in economic conditions or systems cause inter-country differences in HR practices. For example, in case of a country with free enterprise systems, the need for efficiency tends to favour HR practices and policies that encourage productivity, efficient workers, etc.

3. Labour Cost Factors:

HR practices are also influenced by differences in labour costs existed in different countries. If the labour cost is high, it can require more focus on labour efficiency which, in turn, can influence HR practice to shift toward improving labour performance. Labour may get remuneration as per performance i.e., pay-for-performance.

4. Labour Relations Factors:

Labour relations or industrial relations i.e., relationship between employees, employers and the government that vary from country to country and have an enormous bearing on affecting HR practices. For instance, in Germany, codetermination is the rule. Here, the employees enjoy legal right to have their voice in the matters of their company.

OR

2a) Analyze the strategic role of IHRM in leveraging human resources globally.

Effective leadership, managing diverse workforce, role of technology in HR

functions like recruitment and selection, legal and political aspects, skill management, global mindset are some of the jostling issues encountered by human resource function in the era of globalization.

1. Evolving Roles in Human Resources:

During the 1980s, personnel departments were responsible for handing out applications, providing employees with insurance enrollment forms and processing payroll. The role of the personnel department was mainly administrative.

2. Evolving Terminology and Language:

Some businesses no longer use the term "human resources," preferring "human capital" instead. This is due to a sea-change in how employers understand their relationship to their employees.

3. Workplace Safety and Risk Management:

Creating a work environment free from unnecessary hazards is a strategic role of every human resources manager. Strategic development for workplace safety entails risk management and mitigating potential losses from on-the-job injuries and fatalities.

4. Compensation and Benefits:

An employer's compensation and benefits structure partly determines the company's business reputation and image. In addition, the decisions that human resources managers make regarding pay scales and employee benefits can impact employee satisfaction, as well as the organization's ability to recruit talented workers.

5. Employee Training and Development:

Human resources managers' strategic role with respect to employee training and development prepares the workforce for future positions within the company.

6. Recruitment and Selection:

Employee recruitment and selection is as much a part of employee relations as it is a separate discipline unto itself. Therefore, a human resources manager's strategic role is to combine elements of employee relations into the employer's recruitment and selection strategy.

7. Employer-Employee Relations:

Some human resources managers believe that strengthening the employer-employee relationship rests solely in the employee relations areas of the HR department.

2b) Examine the major challenges of Globalization faced by HR managers today.

When a business expands its operation into other countries, the impact of globalization on human resource development and management is significant.

Globalization of Human Capital

Perhaps the greatest resource available to any company is the workforce it acquires and retains.

Corporate and Cultural Differences

Another significant impact of globalization on human resource development is the necessity to consider cultural differences, both in and out of the workplace.

Employment and Tax Laws

Global expansion is also affected by varying tax and labor laws. HR departments need to be prepared to deal with different tax rates, benefit requirements or labor and environmental regulations.

Long-Distance Communication Challenges

In a small, local business, the HR manager can ask an employee to stop by the HR office to sign a form, discuss an issue with their paycheck or to handle a policy-related issue.

UNIT – II

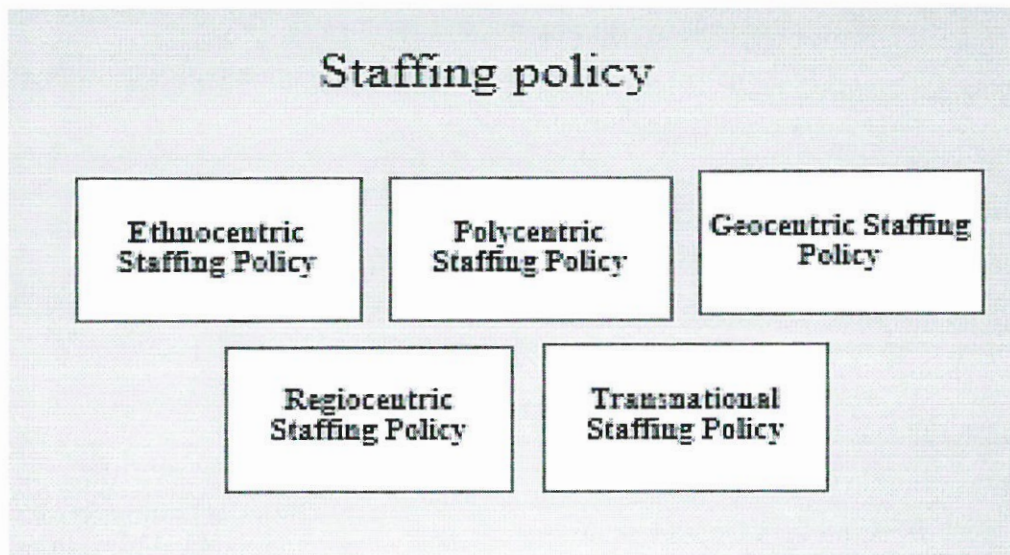
3a) Explain the significance of Global HR Planning in multinational corporations.

Global HR planning is the process of identifying and aligning the human resource needs of an organization with its global business strategy



3b) Describe the various staffing policies used in international assignments.

Staffing policy refers to the set of guidelines and decisions that an organization follows when it comes to the selection, recruitment, and placement of employees in different positions and locations. It outlines the organization's approach to managing its workforce, both domestically and internationally.



Ethnocentric Staffing Policy: An ethnocentric staffing policy favors the employment of employees from the home country (the country where the organization is headquartered) in key positions throughout the organization's global operations.

Polycentric Staffing Policy: A polycentric staffing policy involves recruiting and promoting employees from the host country (the country where the organization has operations) to manage local subsidiaries or branches.

Geocentric Staffing Policy: A geocentric staffing policy emphasizes selecting and promoting the best candidates, regardless of their nationality, for positions at all levels within the organization. This policy seeks to identify and develop global talent, focusing on individuals who possess the necessary skills, competencies, and cultural adaptability to work in various locations.

Regiocentric Staffing Policy: A regiocentric staffing policy focuses on staffing positions within a particular geographic region, rather than a specific country. It considers candidates from the region who share similar cultural, economic, and market conditions.

Transnational Staffing Policy: A transnational staffing policy takes a hybrid approach, combining elements of different staffing policies based on the specific needs of the organization.

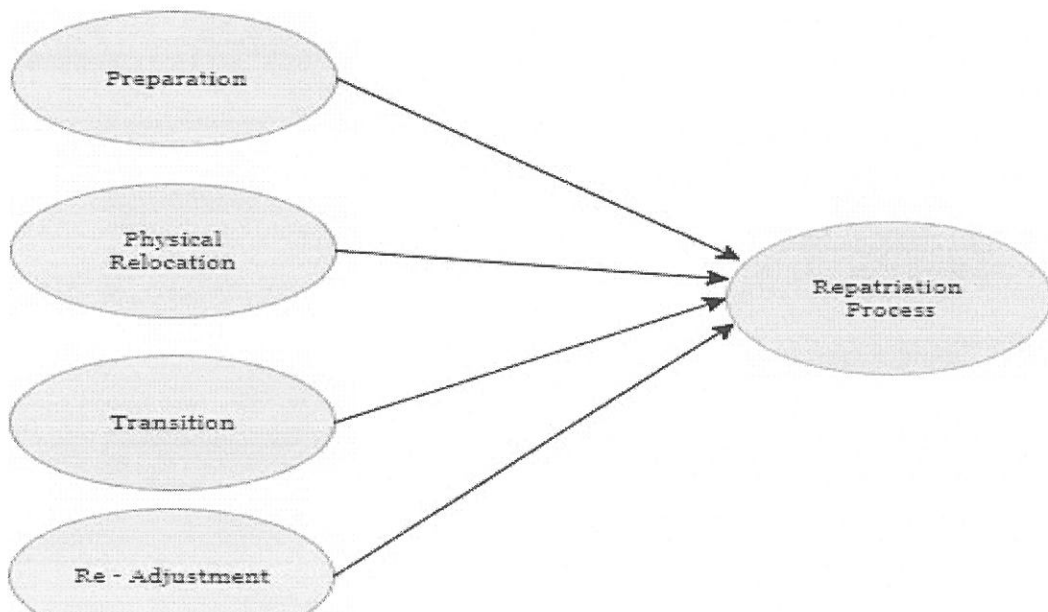
OR

4a) Discuss the factors to be considered during the positioning and repatriation of expatriates.

Expatriate is an individual living in a country other than his or her country of citizenship, often temporarily and for work reasons. An **expatriate** can also be an individual who has relinquished citizenship in their home country to become a citizen of another.

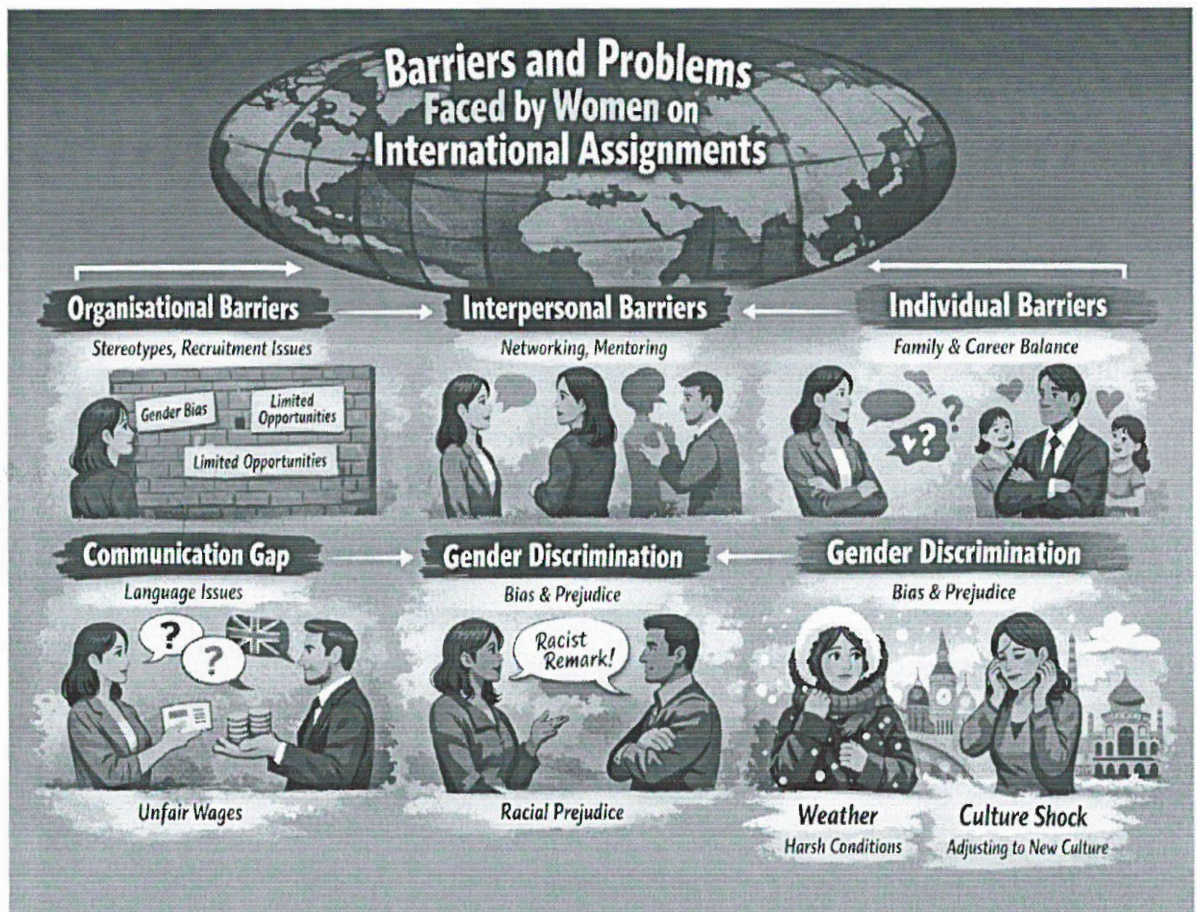
An **expatriate** is a migrant worker who is a professional or skilled worker in his or her profession. The worker takes a **position** outside his/her home country, either independently or as a work assignment scheduled by the employer, which can be a company, university, government, or non-governmental organization.

- The employee of any organization who adjust well in a HCN in an international assignment and performed effectively there would be highly imported.
- The repatriate perspective, here are some of the reasons why repatriated employees are important:
- There are a many successful international assignments which are very important to the employee career as well as for the company's growth. So many companies send expatriate to other countries for doing business internationally. they may be able to bring insights and innovation to the planning processthat may not have been considered previously.



4b) Outline the legal content of Global HRM and the specific problems faced by women on International Assignments.

In present days internationalization and globalization takes place everywhere. In these days there are so many women come in international managerial positions. As a woman manager they have to go to different countries for their international assignments.



5a) Elaborate on Hofstede's Model of Cultural Dimensions and its relevance to IHRM.

Hofstede's model, developed by Dutch social psychologist Geert Hofstede, is a widely used framework for understanding and comparing cultural differences across countries. The model identifies six cultural dimensions that help explain variations in values, beliefs, behaviors, and societal norms. Here are the dimensions of Hofstede's model:

Power Distance Index (PDI)

Individualism vs. Collectivism (IDV)

Masculinity vs. Femininity (MAS)

Uncertainty Avoidance Index (UAI)

Long-Term Orientation vs. Short-Term Orientation (LTO)

Indulgence vs. Restraint (IND)

5 b) How does diversity management impact the effectiveness of cross-cultural teams?

1. Get to Know Each Team Member

It is essential for the team leader to take the time and get to know each team member. Learn about their story and journey.

2. Adopt Flexibility

According to a book named the Cultural Map, scheduling and decision making are two key workplace values that greatly vary across cultures.

3. Promote Open Communication

Give every team member a chance to voice their opinions. An open communication line is essential for greater efficiency.

4. Encourage Team Building Activities

When a mix of cultures is trying to come together in a team, organisations should make every effort to create opportunities for casual interactions.

5. Create a Structure for Success

When you have a multicultural team, you are bound to have different work styles. This doesn't mean everybody should go haywire and work according to their own methodology.

6. Address Conflict Immediately

If a conflict ensues regardless of your efforts, make sure to address it promptly before it is too late.

OR

6a) Compare the Kluckhohn–Strodtbeck Model with Andre Laurent's Theory of Culture.

The Kluckhohn–Strodtbeck Value Orientation Theory was developed by Florence Kluckhohn and Clyde Kluckhohn to explain how different cultures interpret and respond to common human problems.

FIVE ORIENTATIONS:

- **HUMAN NATURE ORIENTATION**

- MAN-NATURE RELATIONSHIP
- TIME ORIENTATION
- ACTIVITY ORIENTATION
- RELATIONSHIP ORIENTATION

ANDRE LAURENT':

It refers to André Laurent's Research on Intercultural Management, which is a cornerstone of Global Human Resource Management (GHRM). Laurent's work is famous for challenging the idea that "management is management"

i) Organizations as Political Systems In some cultures, managers view the organization primarily as an arena for authority and power

High Power Distance: In countries like France or Italy, managers were more likely to see the organization through the lens of hierarchy and authority.

Low Power Distance: In countries like the U.S. or Denmark, managers viewed the organization more as a system of functional roles where authority is tied to the task, not just the person.

ii) Organizations as Authority Systems:

This dimension looks at whether a manager should have answers to all questions.

The "Expert" Manager: Managers in Latin and Asian cultures often believe that a manager must be an expert who can provide immediate answers to subordinates' technical questions.

The "Facilitator" Manager: Managers in Anglo and Scandinavian cultures are more comfortable saying, "I don't know, but let's find out."

iii) Organizations as Role-Formalization: it focuses on

High Formalization: Cultures like Germany tend to place a high value on clearly defined roles, precise instructions, and written procedures.

Low Formalization: British or American managers might prefer more flexibility, focusing on the outcome rather than strict adherence to a specific "playbook."

iv) Organizations as Hierarchical-Relationship Systems : This examines how much the hierarchy defines the social fabric of the office. In some cultures, the boss-subordinate relationship is seen as a social contract that dictates behavior both inside and outside of work tasks. In others, it is strictly a professional arrangement that ends when the task is done.

6b) Analyze the "Talent Crunch" and other challenges specifically faced by Indian MNCs.

Indian multinational corporations (MNCs) are expanding globally. To compete successfully, they require skilled employees and effective human resource practices. However, they face several International HRM challenges.

1. Talent Crunch

Talent crunch refers to the shortage of skilled and experienced employees required for global operations.

Causes:

- Shortage of employees with international exposure.
- Lack of leadership and managerial skills.
- High competition for talented professionals.

2. Cross-Cultural Management

- Employees from different countries have different languages, values, and work cultures.
- Managing cultural diversity is a major challenge.

3. Talent Retention

- Skilled employees frequently switch jobs for better salaries and career opportunities.
- High employee turnover affects organizational performance.

4. Global Recruitment and Selection

- Finding the right talent across different countries is difficult.
- Organizations must comply with different labor laws and hiring practices.

5. Training and Development

- Employees need cross-cultural, language, and global leadership training.
- Continuous skill development increases HR costs.

6. Compensation and Benefits

- Designing fair salary structures across countries is complex due to differences in taxation, cost of living, and legal requirements.

7. Managing Expatriates

- Selecting, training, supporting, and reintegrating employees sent to foreign countries is challenging.
- Expatriate failure can be costly.

UNIT – IV

7a) Identify the objectives and importance of International Compensation

Management.

“Compensation management is the process of determining cost effective pay structure, designed to attract and retain, provide an incentive to work hard, and structured to ensure that pay levels are perceived as fair”

-Stephen P Robbins.

OBJECTIVES OF COMPENSATION MANAGEMENT:

- Acquire qualified personnel
- Retain current employees
- Ensure equity
- Reward desired behaviour
- Control costs
- Comply with legal regulations
- Facilitate understanding
- Further administrative efficiency
- Motivating personnel
- Consistency in compensation
- To be adequate

IMPOTANCE OF COMPENSATION MANAGEMENT:

- It allows for better employee management
- It helps reduce litigation
- It improves morale
- It allows companies to attract, retain and motivate employees
- It allows companies to manage costs effectively
- It helps reduce turnover
- It helps manage employee costs

7 b) Explain the different approaches used to determine compensation in global assignments.

APPROACHES OF COMPENSATION IN GLOBAL ASSIGNMENTS:

1. **Going rate approach:** The going rate approach is also known as localization, destination, or host country-based approach. The core of this approach lies in linking the expatriate compensation to the salary structure of the host country, considering local market and compensation levels of local employees. The going rate method aims to treat the expatriate employee as a citizen of host country.

Advantages of Going rate approach:

- Equity with local nationals.
- Simplicity.
- Identification with host country.
- Equity amongst different nationalities.

Disadvantages of Going rate approach:

- Variation between assignment for same employee.
- Variation between expatriates of same nationality in different countries.
- Potential re-entry problems.

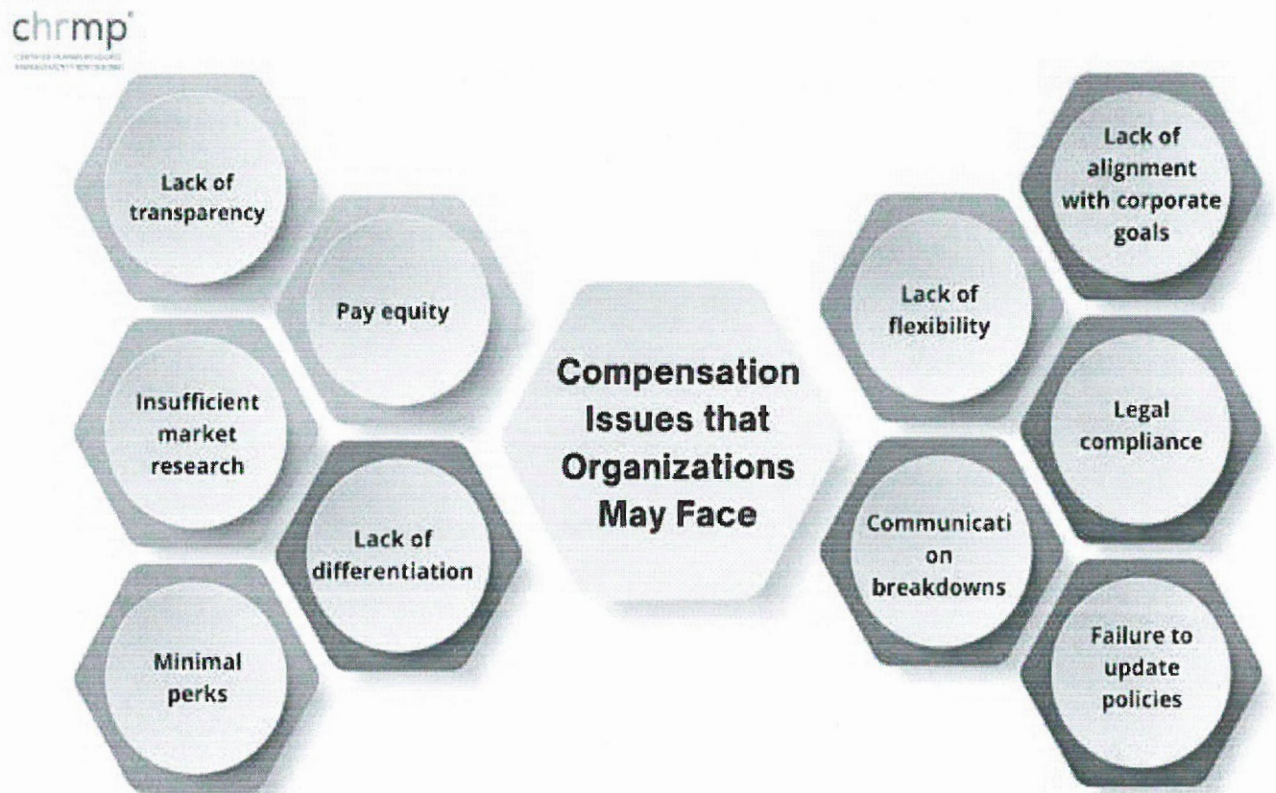
1. Balance sheet approach: The balance sheet approach provides international employees with a compensation package that equalizes cost differences between the international employees and the same assignment in the home country of the individual or the organization.

2. International citizen's approach: In this approach to expatriate compensation, an international basket of goods is used for all expatriates, regardless of country of origin. The basket of goods includes food, clothing, housing. However, expatriates are not provided salary adjustments that would allow them to purchase the same items in the host country as in the home country. Rather, they receive adjustments that would allow them to purchase a comparable local product of the same nature.

3. Lumpsum approach: This involves giving expatriate a predetermined salary and letting the individual decide about how to spend it. Finally, there is the regional system, under which the MNC sets a compensation system for all expatriates who are assigned to a particular region.

OR

8. a) Discuss the current trends and issues in global compensation practices.



1. **Pay equity:** When workers believe their salaries are unjust or unequal to those of their co-workers at the company, it can cause low morale, discontent, and attrition.
2. **Lack of transparency:** Employees may not understand how their pay is set when firms don't explain their compensation practices, which can breed mistrust and unhappiness.
3. **Insufficient market research:** Businesses that do not perform proper market research to identify competitive pay rates may give remuneration that is not competitive, which can make it challenging to recruit and keep talent.
4. **Lack of differentiation:** High-performing employees may feel undervalued and depart for greater possibilities elsewhere when firms must distinguish compensation based on performance, abilities, and experience.
5. **Minimal perks:** Companies that provide limited benefits may cause low morale and

problems keeping talent since employees may believe that their overall pay needs to be increased.

6. Lack of flexibility: Employees may believe that a company only appreciates their preferences and requirements if it offers flexible remuneration packages, such as the option to work remotely or select a benefits package that suits their demands.

7. Lack of alignment with corporate goals: Employees may not be motivated to work towards those goals when remuneration practices are out of line with those objectives, making them more difficult to attain.

8. Legal compliance: Businesses that violate rules about remuneration, such as anti-discrimination or minimum wage legislation, risk legal repercussions as well as reputational harm.

8b) Evaluate the implications of global compensation models on Indian HR systems.

- Cost of Living
- Local Market Competitiveness
- Exchange Rates and Currency Fluctuations
- Statutory Requirements and Compliance
- Benefits and Perquisites
- Talent Attraction and Retention
- Cultural Factors
- Equity and Internal Parity
- Taxation and Legal Considerations

UNIT – V

9 a) Define Global HRD Climate. Suggest measures for creating a positive HRD Climate in an MNC

Human Resource Development (HRD) is the framework for helping employees develop their personal and organizational skills, knowledge, and abilities.

HRD climate is the perception that the employees have about the policies, procedures, practices, and conditions which exist in the working environment.

The elements of HRD climate can be grouped into three broad categories:

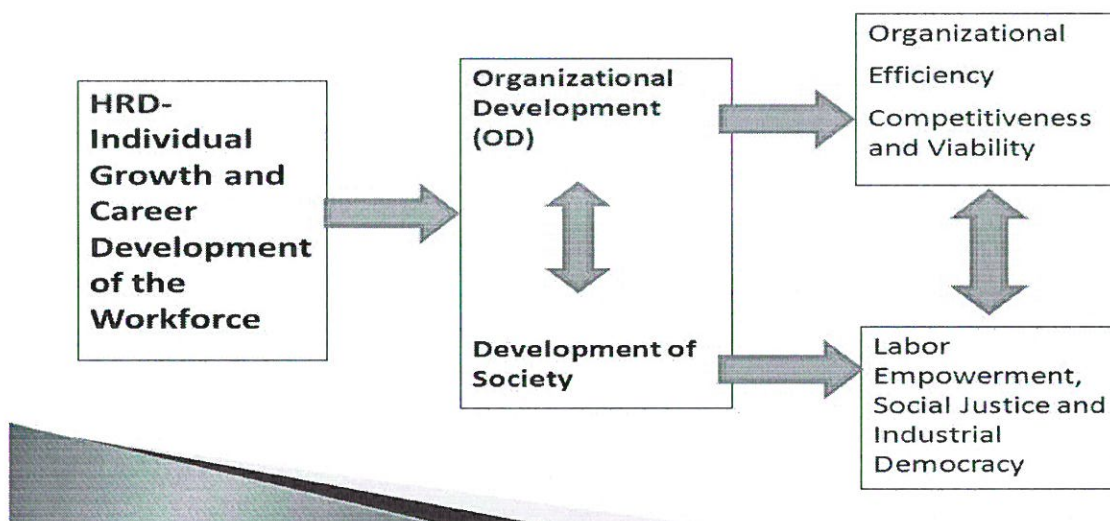
- (1) General climate
- (2) HRD culture, and
- (3) Human Resource Development mechanisms

HRD climate is characterized by the tendencies such as

- Treating employees as the most important resources
- Perceiving that developing employees is the job of every manager
- Believing in the capability of employees
- Communicating openly
- Encouraging risk taking and experimentation Making efforts to help employees recognize their strengths and weaknesses
- Creating a general climate of trust
- Collaboration and autonomy supportive personnel policies, and
- Supportive HRD practices An optimal level of development climate is essential for facilitating

9b) Discuss the Strategic Framework of Human Resource Development.

HRD Framework



Four Stages of HRD Framework

1. Assessment:
2. Design
3. Implementation
4. Evaluation

OR

10 a) Analyze the impact of globalization on the Quality of Working Life (QWL) and productivity.

The quality of working life has a significant impact on productivity in the workplace. When employees have a positive work environment, feel valued, and experience high job satisfaction, it can lead to increased productivity and performance. Here are some ways in which the quality of working life can influence productivity:

- Job Satisfaction
- Work-Life Balance
- Employee Engagement
- Health and Well-being
- Leadership and Management
- Collaboration and Teamwork
- Recognition and Rewards
- Training and Development

10 b) Describe the challenges involved in creating a "New Corporate Culture" through globalization.

Globalization brings together employees from different countries, cultures, and backgrounds. Creating a new corporate culture in such an environment involves several challenges:

1. **Cultural Diversity** – Employees have different values, beliefs, customs, and work styles, which may lead to misunderstandings and conflicts.
2. **Communication Barriers** – Differences in language and communication styles can create confusion and reduce workplace efficiency.
3. **Resistance to Change** – Employees may be unwilling to accept new policies, practices, or cultural values introduced by the organization.
4. **Different Management Styles** – Leadership approaches vary across countries, making it difficult to establish a common management culture.
5. **Legal and Ethical Differences** – Organizations must comply with different labor laws, business regulations, and ethical standards in each country.

PART – B

11 case study

10M

As a whole

