



**Maharashtra Education Society's
Institute of Management & Career Courses, Pune (Autonomous)**

End Term Question Paper

AY 2025-26

Semester: III



Course Code: SC-HRM-05

Course Name: Current Trends and Global HRM

Total Marks: 50

Time: 2 Hours 30 Minutes

Instructions:

- i. Draw the flow chart wherever required
- ii. Read the question carefully, Identify the case correlate with taught pattern and suggest real time solution accordingly.

Question No. 1:

[10 Marks]

Infosys, India's leading IT services company, manages projects in more than 45 countries. Over time, regional HR teams developed their own performance evaluation systems, leading to inconsistencies in ratings, promotions and pay increments. In 2024, Infosys introduced OneWorld, a single global performance management framework based on a balanced scorecard: client satisfaction, project delivery quality, innovation and leadership competencies. The system included quarterly check-ins and an online platform accessible to all employees worldwide.

While the European teams appreciated the structured metrics, US teams argued for more flexibility to set individual goals. Japanese employees, accustomed to informal year-round feedback, found quarterly reviews too rigid. In India, younger employees welcomed transparency but senior managers feared that a uniform global rating scale might undervalue region-specific market challenges.

Questions (attempt all):

1. Discuss the challenges Infosys faces in implementing a single global system & discuss how should success of global framework be measured?
2. Recommend modifications that can balance global consistency with local adaptability & suggest methods to ensure fairness and transparency across geographies.

Question No. 2:

[10 Marks]

In amazon, a Singapore-headquartered e-commerce giant operating in 35 countries with over 60,000 employees, faces declining employee engagement despite strong business performance. Annual surveys reveal that staff across regions feel disconnected from leadership, frontline employees experience inconsistent communication, younger workers seek mobile-first tools and instant feedback, and European teams demand strict privacy safeguards. To address these issues, the Chief Human Resources Officer proposes a Global Employee Experience Platform (EXP)—a single digital ecosystem combining communication, collaboration, learning pathways, recognition, well-being resources, and real-time feedback.

Designing the platform poses significant challenges: diverse cultural expectations (for instance, peer-to-peer recognition is popular in the U.S. but less so in Japan and South Korea), varying roles and technology needs (warehouse associates require simple, low-bandwidth mobile apps while engineers seek sophisticated career



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analytics), and compliance with complex regional regulations. The solution calls for a human-centered design approach using employee journey mapping, an AI-driven personalization engine, and a modular architecture

with global core features and region-specific plug-ins for local languages, policies, and compliance.

You are HR head consulting the IT team to build a system to enhance employee experience, your aim is to strengthen internal communication and belonging, and provide leaders with real-time insights to enhance talent retention and employer branding globally.

What critical features would you insist on including in the employee experience platform to strengthen internal communication and create a stronger sense of belonging across 35 countries, and why?

What key integrations with existing HR systems or tools would you suggest to make the employee experience seamless for both frontline and knowledge workers?

Question No. 3: Solve any Two of below (15 marks each)

[30 Marks]

a) Nova, a global IT solutions company headquartered in Bangalore, employs over 50,000 people across 25 countries. Despite strong business growth and a reputation for innovation, internal audits revealed significant gaps in workforce diversity, gender representation in leadership roles, and pay equality. Women accounted for only 28% of senior management positions, and salary analysis showed unexplained pay gaps between male and female employees performing similar roles. Nova aims to not only comply with regulatory requirements but also position itself as a truly inclusive employer and a leader in gender equality within the technology sector

1. What strategies should Nova prioritize to achieve gender parity and pay equality while respecting regional and cultural differences?

2. How can the company measure the effectiveness of its diversity and inclusion initiatives to ensure sustained workforce equity and engagement?

b) Boat Tech Solutions, a multinational technology company headquartered in New York, employs over 80,000 people across 40 countries. As the company expanded globally, it faced challenges in ensuring that employees across different regions possessed the skills, knowledge, and competencies necessary to drive innovation, maintain quality standards, and meet client expectations. Variations in educational backgrounds, work cultures, and access to learning resources resulted in inconsistent performance and limited career growth opportunities for employees in some regions.

The HR leadership seeks to build a culture of continuous learning that supports both individual career growth and organizational competitiveness in a fast-evolving global market.

1. What fundamental principles should guide the design of a global training and development program to ensure it effectively addresses the needs of a diverse, multinational workforce?

2. How can Boat Tech measure the effectiveness of its global training initiatives and ensure that learning translates into improved employee performance and organizational competitiveness?

c) Tech Mahindra has set up a Global Leadership Academy offering modules in cross-cultural negotiation, virtual team leadership and ethical decision-making. Training blended online courses with international job rotations. Graduates achieved 20% higher client satisfaction scores and faster promotion rates. However, employees outside the programme felt excluded and raised concerns

a) Explain the principles that should guide global training and development.

b) How can Tech Mahindra ensure inclusivity and fairness when selecting employees for such global programmes?

