

September 2014

**Master of Business Administration (MBA) Examination
II Semester**

Fudamental of Human Resource Management

Time : 3 Hours]

[Max. Marks : 80

Note : *Attempt any four questions from Section A. All questions carry equal marks. Section B is compulsory and carries 20 marks.*

Section A

1. Evaluate the relevance of HRM Junctions in Indian and Global scenario with suitable examples.
2. Discuss the steps of HRIS in improving the HR Acquisition Process at National and Corporate Level.
3. Elxplain the relevance of HRD mechanism of Training and Development for improving organizational effectiveness.
4. Discuss the new trends in Performance Appraisal System at Global Level and its impact of Career and Succession Planning.
5. Write notes on any two of the following :
 - (a) Cross National Variation in Reward Structures.
 - (b) Knowledge Management and International HRM.
 - (c) Major Phases of Compensation Management.

Section B

AMGEN'S GLOBAL WORKFACE

Since its inception, Amgen has grown from a few hundred employees at its head quarters in Thousand Oaks, California, to 3,900 people spanning the globe Amgen is a biotechnology firm that discovers, develops, manufactures, and markets human therapeutics (drugs)based on advanced cellular and molecular biology.

As soon as the company got ready to launch its first product, Amgen executives decided to establish a facility in Cambridge, England. The company needed to do clinical trials in every country in which they wanted to manufacture or sell a product. Doing the research in England gave the company legitimacy with the British government agencies. Amgen also set up clinical development locations in Australia and Canada and established its European headquarters in Luceme, Switzerland.

Originally, when the company first began its distribution abroad, Amgen executives would send an American manager to scout the location, collect data, and make an analysis based on a map. These days, the company relies on the expertise and knowledge of locals in the host country. Another factor that determines where Amgen sets up shop is where it can form the best academic and medical collaborations. The company has established a relationship with the University of Toronto because of its parallel research in biotechnology and has also created a joint venture with Japan's Kirin Brewery to distribute Amgen products in China.

According to their vice president of human resources, Ed Garnett, Amgen has developed a global mindset that influences the way they manage people. Garnett puts it this way: "If you're a multinational, you'll have an expatriate program. If you're global, you'll only provide one-way tickets". Indeed, Amgen's HR strategy reflects this premise. To gain competitive advantage, Amgen hires the top international scientists, medical personnel, and global managers, who are either natives of or familiar with Amgen's worldwide locations. Further, approximately 15 percent of Amgen's employees in Thousand Oaks are foreign nationals. With the exception of one worker in Asia, all of Amgen's foreign-based managers are locals or third-country nationals. According to Garnett, "We hire locals for management, but we sent expats to help with the implementation of processes and special projects". The company has only six expatriates worldwide-and they are deployed only temporarily, to set things up.

What type of employees does Amgen look for? "Global companies need people who've experienced many different business environments," Garnett says. This goes beyond speaking the language and growing up in the country. It requires someone who can execute company directives in any country where Amgen operates. To bolster its global workforce, the company is beefing up its executive development program. While still in the early stages, Amgen's curriculum will include more information about different countries' cultures and business practices, and much of the training will focus on leadership skills like communication, performance management, and decision making.

Another piece of Amgen's continuous training is team building. Transnational teams are commonplace in this company. The company's European HR director, Michael Bentley, noted, "Our teams

cut across countries, and in the case of product development, they may cross continents". Because all team members tend to be focused on advancements in cellular and molecular biology-the sciences that will provide products to save and enhance lives-their professional culture unites otherwise very different people. Their commonalities help Amgen reinforce the company's values and still respect the various cultures in which the company operates. The company's values of openness, diversity, risk taking, and scientific collaboration have led to its growing success worldwide.

Question :

1. What inherent problems do you see with Amgen's global staffing approach ?
2. What do you think would be the biggest HR problems in managing a transnational team ?
3. Would this approach to HR work for other firms ? What kinds ?

