



USN

MBAHR414

Fourth Semester MBA Degree Examination, June/July 2026
International HRM

Time: 3 hrs.

Max. Marks: 100

*Note: 1. Answer any FIVE full questions, choosing ONE full question from each module.
2. M: Marks, L: Bloom's level, C: Course outcomes.*

			M	L	C
Q.1	a.	Define International Human Resource Management (IHRM) and state its objectives.	3	L1	CO1
	b.	Distinguish between PCNs, TCNs and HCNs.	7	L2	CO3
	c.	Discuss various approaches to International Human Resource Management and evaluate their suitability for global organizations.	10	L5	CO1
Q.2	a.	What is Culture?	3	L1	CO2
	b.	Differentiate between Domestic HRM and International HRM.	7	L2	CO1
	c.	Compare Globe's Nine Cultural Dimensions and Edgar Schein's Model of Culture.	10	L4	CO2
Q.3	a.	What is Pan-Culturalism?	3	L1	CO2
	b.	Explain Hofstede's Four Cultural Dimensions.	7	L2	CO2
	c.	Analyze the challenges faced by multinational companies in expatriate management and suggest suitable support practices.	10	L4	CO3
Q.4	a.	Define 'Equal Opportunity' in global organizations.	3	L1	CO2
	b.	Explain the approaches to international compensation.	7	L2	CO4
	c.	Explain the components of International Total Rewards	10	L1	CO4
Q.5	a.	Define Performance Management System (PMS).	3	L1	CO5
	b.	Explain Trompenaars' Seven Cultural Dimensions.	7	L2	CO6
	c.	Analyze the various models of IHRM and their significance in managing global organizations	10	L4	CO1

Q.6	a.	What is Diversity Management?	3	L1	CO6
	b.	Explain Schneider's Culture Model.	7	L2	CO2
	c.	Discuss the issues and challenges in managing performance of international assignees with suitable examples.	10	L4	CO5
Q.7	a.	Differentiate between performance management practices followed in Japan and the USA.	3	L2	CO1
	b.	Analyze the repatriation process and discuss support practices adopted by multinational companies.	7	L4	CO3
	c.	Analyze the importance of work-life balance, ethics, corporate social responsibility and international labour standards in global organizations.	10	L4	CO3
Q.8		CASE STUDY : (Compulsory) GlobalTech Electronics, a US-based multinational company, assigned Mr. Rajesh, an Indian manager, to lead its operations in Japan for three years. Although Rajesh had excellent technical skills and a strong performance record in India, he faced several difficulties after his assignment. He struggled to adapt to Japanese work culture, communication styles, and decision-making practices. The company had not provided adequate cross-cultural training before his departure. Further, Rajesh found that his compensation package was not aligned with local living costs. His family experienced adjustment issues, and there was no structured support from the organization. As his assignment neared completion, Rajesh became concerned about his career prospects upon returning to India because the company had not communicated any repatriation plan. Questions:			
	a.	Identify and explain any four challenges faced by Rajesh during the international assignment.	5	L4	CO2
	b.	Analyze the impact of inadequate expatriate support on employee performance and organizational effectiveness.	5	L3	CO2
	c.	Suggest suitable measures that GlobalTech Electronics can adopt to improve expatriate management practices.	5	L4	CO2
	d.	Recommend an appropriate training and development program for Rajesh before overseas assignment and justify your recommendation.	5	L4	CO2