

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?