



PRESIDENCY UNIVERSITY

BENGALURU

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End - Term Examinations – MAY 2025

Date: 28-05-2025

Time: 01:00 pm – 04:00 pm

School: SOM-PG	Program: MBA	
Course Code : MBA3103	Course Name: International HR Management	
Semester: IV	Max Marks: 100	Weightage: 50%

CO - Levels	C01	C02	C03	C04	C05
Marks	16	16	34	34	-

Instructions:

- Read all questions carefully and answer accordingly.
- Do not write anything on the question paper other than roll number.

Part A

Answer ALL the Questions. Each question carries 3 marks.

10Q x 3M=30M

1.	List the complexities of cultural diversity, and global talent management when transitioning from domestic HRM to International HRM?	3 Marks	L1	C01
2.	Define the Cross-Cultural Management study of Hofstede and discuss it	3 Marks	L1	C01
3.	Explain the role of inpatriates? Do inpatriates guarantee a geocentric staffing policy?	3 Marks	L2	C02
4.	Outline are the four main approaches to international staffing with relevant examples	3 Marks	L2	C02
5.	Identify how the effectiveness of pre-departure training can be evaluated by HR managers.	3 Marks	L3	C03
6.	Identify the role of clear learning objectives in training programs.	3 Marks	L3	C03
7.	Identify how cultural differences can affect international performance appraisals.	3 Marks	L3	C03
8.	Analyze the main differences in the Going Rate and Balance Sheet Approaches to international compensation.	3 Marks	L4	C04
9.	Classify the different Types of Strategic Alliances.	3 Marks	L4	C04
10.	Examine the major HR challenges in this cross-border acquisition.	3 Marks	L4	C04

Part B

Answer the Questions.

Total Marks 40M

11.	a.	Global firms are balancing between standardized compensation policies and localized adjustments. Recall the advantages and disadvantages of standardization and localization of HRM practices in multinational companies. Illustrate your answer with suitable examples.	10 Marks	L 1	CO1
Or					
12.	a.	In International HRM, cultural factors significantly influence HR practices such as recruitment, performance management, motivation, and communication. Define how cultural factors influence HR practices in International HRM compared to Domestic HRM.	10 Marks	L 1	CO1
13.	a.	Outline the factors determine the choice of a staffing approach? Would a MNE choose the same staffing approach worldwide? Place your arguments in the context of the model outlining determinants of staffing choices	10 Marks	L 2	CO 2
Or					
14.	a.	Explain the Variables affecting expatriate performance and their interrelationship in Expatriate performance management.	10 Marks	L 2	CO 2
15.	a.	Assume you are the HR director for a SME that has begun to use international assignments. You are considering using an external consulting firm to provide pre-departure training for employees, as you do not have the resources to provide this 'inhouse'. Identify how will you measure the effectiveness of the predeparture training program provided by this external consultant?	10 Marks	L3	C 0 3
Or					
16.	a.	International performance management systems should not discourage the employees from performing to the best of employee's abilities. Identify the key components of an effective performance management system and discuss how each component contributes to organizational success.	10 Marks	L3	C 0 3
17.	a.	An Indian tech SME is planning to enter the European market by forming a strategic alliance with a German mid-sized software company. However, differences in company culture, leadership styles, and market expectations are causing delays. 1. Examine the steps should the Indian SME take to ensure the success of the cross-border alliance? 2. Analyze how cultural differences can impact the formation and management of this alliance. 3. Examine the situation if the alliance fails, what could be the major reasons from both an SME and international alliance perspective?	10 Marks	L4	CO 4
Or					
18.	a.	International human resource managers prioritize the compensation management function over other functions. Analyze the challenges	10 Marks	L4	CO 4

		organizations face in designing international compensation packages and strategies to overcome them.			
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Part C

Answer all the Questions. Each question carries 15marks

2Q x 15M=30M

19.	a.	<p>A multinational corporation (MNC) is expanding into three new countries with different cultural, legal, and economic environments. As the HR manager, outline how you would design a performance management system that ensures fair and effective appraisal of international employees.</p> <p>In your answer, Explain:</p> <ul style="list-style-type: none"> • The key considerations when introducing the performance management system across countries, • How you would adapt multinational performance management practices to local conditions, • How you would evaluate and appraise international employees while maintaining consistency with global standards. 	15 Marks	L3	C03
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20.	a.	<p>AVA Placement Services, a leading staffing firm, faced growing scrutiny over its recruitment and selection processes. Employees and external stakeholders raised concerns about hiring biases, particularly regarding gender and caste, as well as inconsistencies in compensation for similar roles. The company also adopted new HR technologies to streamline recruitment, which led to privacy concerns among candidates about how their personal data was being collected and used.</p> <p>An internal review revealed several ethical lapses: unconscious bias in shortlisting resumes, lack of transparency in pay structures, and insufficient safeguards for candidate data. In response, AVA's HR leadership initiated unconscious bias awareness training, developed robust data privacy policies, and established a grievance redressal mechanism. These measures aimed to foster fairness, accountability, and trust within the organization.</p> <p>However, implementing these changes was met with resistance from some managers who felt the new policies slowed down the hiring process and added administrative burden. Over time, employee satisfaction improved, and AVA's reputation as an ethical employer strengthened, attracting more diverse talent and new clients.</p> <p>Questions:</p> <ol style="list-style-type: none"> 1. Identify two ethical issues faced by AVA Placement Services in their HRM practices. 2. How did AVA Placement Services address concerns about data privacy in recruitment? 3. Discuss the impact of implementing ethical HRM policies on the organization's reputation and employee satisfaction 	15 Marks	L4	C04
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