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PRESIDENCY UNIVERSITY

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Approved by AICTE, New Delhi | Approved By BCI
Bengaluru

Even Semester End Term Examination, May / June 2026

Date: 25/05/2026

Time: 01.00 PM - 04.00 PM

Course Code: BBA3013

Course Name: International Human Resource Management

Semester: Sixth Semester

Max. Marks: 100

Weightage: 50%

CO - Levels	CO1	CO2	CO3	CO4
Marks	46	52	38	44

Part A: Answer Following Questions. 20 M

Qn.No	Questions	M	CO	BT
1	What do you mean by Human Relations Movement?	2	CO1	BT1
2	Why is localization important in managing and controlling organizational culture?	2	CO1	BT1
3	Who is a non-expatriate?	2	CO2	BT1
4	Recall the factors affecting IHRM Selection.	2	CO2	BT1
5	What do you mean by expatriate training program?	2	CO3	BT1
6	Find the Major issues in international performance appraisal.	2	CO3	BT1
7	When does knowledge transfer will like to happen?	2	CO3	BT1
8	Write any two importance of international compensation management	2	CO4	BT1
9	List the Key Compensation Standards of OECD.	2	CO4	BT1
10	What is ILO?	2	CO4	BT1

Part B: Answer Any 1 Following Questions. 16 M

Qn.No	Questions	M	CO	BT
11.a	Summarize the Importance of IHRM	6	CO1	BT2
11.b	A multinational company has recently expanded its operations across several countries, employing people from diverse cultural backgrounds. The HR team is facing difficulties in managing cultural differences, handling global mobility, and ensuring consistent HR	10	CO1	BT3

	policies across regions. Communication barriers and varying labor laws are also creating challenges in decision-making. Additionally, retaining talented employees in different countries has become increasingly complex. The organization is striving to maintain a balance between global standardization and local adaptation. Identify the other challenges faced by the multinational company.			
12.a	Relate the impact of cross-cultural differences on HR practices	6	CO1	BT2
12.b	Leansquare is a multinational company headquartered in Germany has recently opened a branch in India. The German managers emphasize strict deadlines, formal communication, and individual accountability. However, the Indian employees prefer flexible timelines, value relationships, and rely more on team-based decision-making. This has led to misunderstandings, reduced productivity, and dissatisfaction among employees. The HR team is trying to understand these cultural differences to improve coordination and performance. Apply Hofstede's Cultural Model to analyze the above situation	10	CO1	BT3

Part C: Answer Any 1 Following Questions. 16 M

Qn.No	Questions	M	CO	BT
13.a	Outline different approaches to Staffing and describe.	6	CO2	BT2
13.b	D-Tech is a growing multinational company is planning to hire employees for its new branch in Japan. The HR team receives a large number of applications but struggles to identify the most suitable candidates. They are considering various methods like interviews, aptitude tests, and background verification to improve hiring quality. However, they are unsure about which techniques to use and how to structure the selection process effectively. The goal is to ensure the right person is hired for the right job. Interpret all the selection techniques and find the right one for the above situation.	10	CO2	BT2
14.a	Classify internal and external recruitment methods	6	CO2	BT2
14.b	Infer the different types of International Assignments	10	CO2	BT2

Part D: Answer Any 1 Following Questions. 16 M

Qn.No	Questions	M	CO	BT
15.a	Multinational companies rely heavily on expatriates, and training plays a vital role in ensuring their effectiveness and successful adaptation in international assignments. Outline the objectives of expatriate training.	6	CO3	BT2
15.b	After completing a three-year international assignment in Germany, Arun an Indian multinational company expatriate is returning to the home country. During the assignment, he gained new skills and global exposure. However, upon return, Arun faces challenges in readjusting to the home office culture, role expectations, and work	10	CO3	BT3

	environment. The HR department is planning to support the employee through a structured repatriation process and relevant training programs. solve the case by relating the repatriation process and What are the different types of training should be provided during repatriation?			
16.a	Illustrate the components of HCN Training.	6	CO3	BT2
16.b	V-AI global tech operates in several countries with employees from diverse cultural backgrounds. The HR team is facing challenges in evaluating employee performance consistently across different regions. While some managers prefer traditional appraisal methods, others use modern techniques like 360-degree feedback and performance-based metrics. This has led to inconsistencies and confusion in performance evaluation. The organization is now planning to adopt suitable performance management methods that work effectively in a global context. Explain all the different methods of performance appraisal and choose the suitable for V-AI global tech.	10	CO3	BT3

Part E: Answer Any 1 Following Questions. 16 M

Qn.No	Questions	M	CO	BT
17.a	Summarize the components of International Compensation Package.	6	CO4	BT2
17.b	The Compensation is the remuneration given to the employees for the work they do for the organization. In other words, an employee is entitled to both the financial and the nonfinancial benefits in return for his contribution to the organization. Relate the Theories of compensation management and describe elaborately.	10	CO4	BT3
18.a	IBM, a global multinational company, regularly sends its employees on international assignments to countries such as the United States, Germany, and India. To support these expatriates, the company provides various allowances including cost of living allowance (COLA), housing allowance, hardship allowance, education allowance for children, and travel allowance. For example, an employee from India posted in Germany receives a higher cost of living allowance and housing support due to higher expenses, while another employee posted in a developing country may receive hardship allowance due to challenging living conditions. However, employees have started comparing their benefits and raising concerns about fairness and adequacy. Some expatriates feel that the allowances do not fully compensate for differences in lifestyle, taxation, and family adjustment issues. Others believe that certain allowances, like education and housing, provide significant support and improve their overall work performance and satisfaction. This has led the company to evaluate the effectiveness and relevance of different types of international allowances. Compare the different types of allowances provided to international employees in the above case. What are the benefits of these	6	CO4	BT2

	allowances for both employees and the organization?			
18.b	AI-ONE solution is a multi-tech company operates in several developing and developed countries. In one of its overseas branches, employees complained about long working hours, low wages, unsafe working conditions, and lack of medical facilities. Some workers also reported discrimination based on gender and were not allowed to form unions to voice their concerns. After receiving global criticism, the company decided to revise its policies by following international labor standards. It introduced fair wage systems, improved workplace safety measures, ensured equal treatment of employees, and allowed workers to form associations and participate in collective bargaining. Interpret the major areas covered under International Labour Standards.	10	CO4	BT2

Part F: Answer Any 1 Following Questions. 16 M

Qn.No	Questions	M	CO	BT
19.a	Compare expatriate and inpatriate	6	CO2	BT2
19.b	Google, a leading multinational organization, frequently sends its employees on international assignments to manage global operations and transfer knowledge across subsidiaries. Recently, a senior manager from India was assigned to lead a team in Japan for a two-year expatriate assignment. Although the employee was technically skilled, he faced difficulties in adapting to the new cultural environment, language barriers, and different work practices. His family also struggled to adjust, particularly with schooling for children and social integration. The company had provided pre-departure training and financial support, including housing and relocation allowances. However, the employee still experienced challenges in communication, team management, and work-life balance. Over time, his performance declined, and he considered returning to his home country before completing the assignment. This situation raised concerns within the company about the effectiveness of its expatriation policies, including selection, training, and ongoing support for employees on international assignments. Solve the issues faced in the expatriation process in the above case by choice of suggestions would you give to improve the success of expatriate assignments.	10	CO2	BT3
20.a	IBM deputed an employee from India to the United States for a two-year international assignment. During the assignment, the employee noticed that the income tax rates in the host country were significantly higher than in India, reducing his take-home salary. Although the company had a tax equalization policy, the employee felt confused about how taxes were calculated and whether he was being fairly compensated. He was concerned that	6	CO4	BT3

	he might be paying more tax than he would have in his home country. The situation created dissatisfaction and affected the employee's motivation. The company realized that lack of clarity and communication regarding tax equalization policies could lead to misunderstandings and reduced effectiveness of expatriate assignments. Identify tax equalization in the context of expatriation and In your opinion, how does it benefit expatriates and organizations?			
20.b	Asian Paints acquired 51% of Berger, a Singapore-based company, in 2002. The vice chairman & MD Dani was always clear that the company would be choosy in its operations and not operate all the ten subsidiaries of Berger. Four years after the acquisition, Asian Paints sold three subsidiaries in Malta, the Philippines, and Myanmar. The motive was to be only present in the emerging markets and in the markets that generate cash flows. Dani quoted, 'Surrey cultural issues play an essential role in the acquisition. To handle it, we spent time with the employees and worked as a team to trash out the synergies such that the acquisition generated value. Critical size helps you spread with the fixed cost, but one must also be prepared to make a course correction on the way. As they exited their ventures in Martius and Malta after operating for a while, they found that the market's growth and economy were stagnant. So the organization should be prepared for such a decision, but the most important thing today is the speed of integration, which was Dani's firm opinion. One essential learning through this acquisition realized the importance of local knowledge. When it went out for overseas operations, market dynamics were different altogether. They had to align their products and customer offerings to cater to each individual in the market. Along with these, there was another issue of localizationist and development off a solid local cadre. The local workforce understands the needs, operating environment, and consumer preferences better. The biggest hurdle for Indian MNCs is attracting and acquiring local talents in their overseas venture. As Indian companies globalize, they must develop market share to stay afloat. The integration process is followed by acquisition, but in today's age, it is also essential to know the speed of integration and share the best organizational practices with different units. Along with technology and intelligence, emotional integration is critical as one has to realize that even 20 though they are brands, they are also customers and their employees. Asian Paints, in its international operations, cleared apprehension about acquisition through various connect initiatives. Communication played a key role, which was followed by practical actions. It implemented systems and techniques to make the operations efficient like a world-class entity. ERP was implemented across all its units to complete the transaction process more robustly. Specialized people overflow wherever any team had any concern areas. Recently it rolled out a mega operational efficiency initiative focussing on issues like productivity, safety, environment, reducing factory level losses, and planning and control systems, thus adding value to acquired operations.	10	CO1	BT3

How do companies decide which countries they should continue operating in and which ones they should exit after an acquisition?

How do cultural differences between countries affect the success of international acquisitions, and what can companies learn from the way Asian Paints handled these issues?

Why is local market knowledge and hiring local employees important for companies that expand into other countries?

Why is the speed at which a company integrates a newly acquired business important, and how does it influence overall performance?

How do systems like ERP and other technologies help companies manage their international operations more efficiently?