

Faculty of Management Studies

End Semester Examination May 2025

MS5EH07 International HRM

Programme	:	MBA	Branch/Specialisation	:	-
Duration	:	3 hours	Maximum Marks	:	60

Note: All questions are compulsory. Internal choices, if any, are indicated. Assume suitable data if necessary.
 Notations and symbols have their usual meaning.

Section 1 (Answer all question(s))

Marks CO BL
 1 1 1

Q1. Which trend is expected to shape the future of IHRM?

Rubric	Marks
Decrease in global mobility due to digital transformation	1

- Decrease in global mobility due to digital transformation
- Less emphasis on cultural training for international assignments
- Reduction in the use of technology for HR tasks
- A focus on uniform HR practices across all countries without considering local differences

Q2. What future challenge will IHRM face as organizations continue to expand globally?

1 1 1

Rubric	Marks
Managing diverse workforce expectations across different cultural environments	1

- Difficulty in managing domestic employees
- Managing diverse workforce expectations across different cultural environments
- Reducing costs related to employee benefits
- Implementing technology to enhance domestic operations

Q3. Which of the following is the primary method used by multinationals to fill key positions in foreign subsidiaries?

1 2 1

Rubric	Marks
Expatriates from the home country	1

- Only local hiring
- Expatriates from the home country
- Outsourcing the recruitment process
- Hiring temporary employees

Q4. Which of the following staffing policies involves hiring the best candidates for positions, regardless of their nationality?

1 2 1

Rubric	Marks
Geocentric staffing	1

- Ethnocentric staffing
- Geocentric staffing
- Polycentric staffing
- Regiocentric staffing

Q5. Which of the following factor is most likely to influence an expatriate's performance?

1 3 1

Rubric	Marks
The expatriate's ability to adapt to the host country's culture	1
<input type="radio"/> The amount of compensation offered	<input checked="" type="radio"/> The expatriate's ability to adapt to the host country's culture
<input type="radio"/> The technical knowledge of the expatriate	<input type="radio"/> The expatriate's home-country manager's performance

Q6. Which of the following is a key challenge in assessing subsidiary performance globally?

1 3 1

Rubric	Marks
Failing to adapt performance criteria to different regional markets	1
<input type="radio"/> Ignoring the home-country headquarters in the performance assessment process	<input checked="" type="radio"/> Failing to adapt performance criteria to different regional markets
<input type="radio"/> Avoiding the use of technology for performance data collection	<input type="radio"/> Using only subjective assessments from expatriate managers

Q7. What is the main goal of compensation systems?

1 4 1

Rubric	Marks
Achieve fairness and equity in employee pay	1
<input type="radio"/> Minimize costs and expenses for the company	<input checked="" type="radio"/> Achieve fairness and equity in employee pay
<input type="radio"/> Reward employees solely based on their tenure	<input type="radio"/> Focus only on base salary without additional benefits

Q8. Which of the following is a critical part of effective compensation administration?

1 4 1

Rubric	Marks
Regularly reviewing and updating compensation structures	1
<input type="radio"/> Setting arbitrary pay rates for new hires	<input checked="" type="radio"/> Regularly reviewing and updating compensation structures
<input type="radio"/> Ignoring market pay trends in favor of historical rates	<input type="radio"/> Focusing solely on base salary without considering benefits

Q9. Which of the following is a common challenge faced by expatriates during repatriation?

1 5 1

Rubric	Marks
Difficulty in adjusting to the home country's work culture after a long absence	1
<input type="radio"/> Lack of family support during the international assignment	<input checked="" type="radio"/> Difficulty in adjusting to the home country's work culture after a long absence
<input type="radio"/> Absence of benefits or compensation upon returning to the home country	<input type="radio"/> No opportunities for career advancement upon returning

Q10. What is one of the most important aspects of managing repatriation successfully?

1 5 1

Rubric	Marks
Providing career counseling and clear career paths for returnees	1

- Offering expatriates a higher salary upon return to the home country
- Giving expatriates the same responsibilities and expectations they had before leaving
- Providing career counseling and clear career paths for returnees
- Ignoring the challenges returnees face in readjusting to their home country's work culture

Section 2 (Answer all question(s))

Marks CO BL

Q11. Define the scope of International Human Resource Management (IHRM)?

2 1 2

Rubric	Marks
The Scope of IHRM (2 points -1 mark for each point)	2

Q12. Describe the future of IHRM with respect to technological advancements.

2 1 2

Rubric	Marks
Future of IHRM with respect to technological advancements	2

Q13. (a) Discuss the major HR challenges faced at the international level and suggest possible solutions.

4 1 1

Rubric	Marks
Description of Major HR challenges faced at the international level	3
Possible solutions to major HR challenges faced at the international level	1

(OR)

(b) Discuss the various HRM Practices in different countries with example.

Rubric	Marks
Introduction to Domestic HRM	1
Introduction to International HRM	1
Differences between Domestic HRM and International HRM on the basis of the roles they perform.	2

Section 3 (Answer all question(s))

Marks CO BL

Q14. Explain the concept of staffing in multinational organizations. How it is different from domestic staffing?

3 2 2

Rubric	Marks
Definition of staffing	1
Explanation of how staffing supports international operations	2

Q15. (a) Discuss the recent trends in international staffing and their implications for multinational organizations.

5 2 3

Rubric	Marks
Explanation of recent trends in international staffing	3
Analysis of how these trends impact international staffing strategies for multinational organizations.	2

(OR)

(b) Discuss the importance of expatriate training in preparing employees for international assignments.

Rubric	Marks
Explanation of how training ensures smoother transitions	1
Importance of expatriate training in preparing employees for international assignments.	4

Section 4 (Answer all question(s))

Q16. Explain how cultural differences impact the performance of expatriates.

Marks CO BL
3 3 2

Rubric	Marks
Definition of cultural differences	1
Explanation of how cultural differences (e.g., communication styles, work practices) affect job performance	2

Q17. (a) Discuss the steps involved in implementing a global performance management system and the challenges organizations might face in implementing it.

5 3 3

Rubric	Marks
Explanation of key steps involved in implementing a global performance management system.	3
Analysis of challenges such as cultural differences, legal issues, and communication barriers, which organizations might face in implementing it.	2

(OR)

(b) Discuss the process of assessing subsidiary performance and the challenges associated with it.

5 3 3

Rubric	Marks
Detailed explanation of the steps involved in performance assessment of subsidiary.	3
Challenges in assessing subsidiary performance	2

Section 5 (Answer all question(s))

Q18. Discuss various components of compensation. How they contribute to employee satisfaction?

Marks CO BL
3 4 2

Rubric	Marks
Explanation of components of compensation	2
Contribution to employee satisfaction.	1

Q19. (a) Explain the different theories of compensation and their relevance to employee motivation.

5 4 3

Rubric	Marks
Explanation of the different theories of compensation	4
Relevance of different theories of compensation to employee motivation	1

(OR)

- (b)** Explain various issues associated with international compensation and how can they be managed?

Rubric	Marks
Explanation of various issues associated with international compensation	3
Management of various issues associated with international compensation	2

Section 6 (Answer all question(s))

Q20. What are the challenges of repatriation?

Marks CO BL
3 5 2

Rubric	Marks
Any three challenges of repatriation	3

Q21. (a) What benefits can be gained from repatriates? Explain the process of repatriation.

5 5 1

Rubric	Marks
Explain any two benefits gained from repatriates- 2marks Process of Repatriation - 3 marks	5

(OR)

- (b)** How can repatriation be effectively managed? What are the Tips for successful repatriation?

Rubric	Marks
Effectively management of Repatriation - 2 marks Any three tips for successful repatriation- 3marks	5

Section 7 (Answer all question(s))

Marks CO BL

Background: Innovative Electronics Inc., a leading global manufacturer of consumer electronics, has successfully operated in Europe, North America, and parts of Asia for several years. The company is now considering expanding its operations to Africa, with initial plans to establish a subsidiary in Kenya to serve the East African market.

Innovative Electronics intends to deploy a mix of expatriate employees and local talent. However, the company faces significant challenges in managing a diverse workforce across different cultural environments. The management team is concerned about how to approach issues like training, expatriate management, compensation, and employee retention in a new region with distinct cultural, legal, and economic conditions.

Some of the key concerns are:

- Cultural Diversity: Employees in Kenya have a different work ethic, communication style, and social norms compared to the company's current global workforce.
- Expatriate Adjustment: The company anticipates difficulties in expatriates adjusting to the local environment, especially regarding language barriers and unfamiliar business practices.
- Compensation and Benefits: Innovative Electronics wants to design a competitive compensation strategy that is attractive to both expatriates and local employees, but this must align with local labor laws and market conditions.
- Training and Development: Providing training to local employees to meet international standards, while ensuring that expatriates contribute meaningfully without undermining local leadership.

Key Questions for Analysis:

- (i) What are the key IHRM challenges that innovative electronics will face in expanding to Africa?
- (ii) What strategies should be employed for expatriate management and adjustment?

Rubric	Marks
1. Briefing about case study in case study format, including Introduction, Key Problem, SWOT Analysis. suggestions etc.	2
1. Key IHRM challenges that Innovative Electronics will face in expanding to Africa	4
2. Explanation of Strategies which should be employed for expatriate management and adjustment	4
