

Code No: MB194A2/19

JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY- GURAJADA VIZIANAGARAM

MBA IV Semester Regular/Supple Examinations- May 2025

**International HRM**

**Time: 3 Hours**

**Max. Marks: 75**

---

*Answer any FIVE Questions, One Question from Each Unit*  
*All Questions Carry Equal Marks*

---

**UNIT-I**

1. a Explain the strategic role of international HRM. 6M
- b Analyze the challenges of HR at the global level. 6M

**OR**

2. a Distinguish between Domestic and International HRM. 6M
- b Illustrate the importance of IHRM and the implications of managing people. 6M

**UNIT-II**

3. a Denote the significance of global HR planning. 6M
- b What are the purposes of the legal content of global HRM? 6M

**OR**

4. a Explain the staffing policy at the international level. 6M
- b Evaluate the international assignments for women and the challenges. 6M

**UNIT-III**

5. a Define Cross-Cultural Management. How can culture be conceptualized? 6M
- b Discuss the cross-cultural theory of the Strodbeck Model. 6M

**OR**

6. a Illustrate the cross-cultural management study by Hofstede. 6M
- b Analyze the concept of cross-cultural communication and negotiation. 6M

**UNIT-IV**

7. a Explain the key components of international compensation. 6M
- b Describe the main differences between the going rate and balance sheet approaches to international compensation. 6M

**OR**

8. a Illustrate the objectives of international compensation. 6M
- b Discuss the significant factors associated with the appraisal of expatriate managerial performance. 6M

**UNIT-V**

9. a How do you measure for creating an HRD climate in the organization? 6M
- b State the quality of work-life and how it impacts productivity at the international level. 6M

**OR**

10. a Explain the strategic framework of HRD in the global context and its challenges. 6M
- b What are the challenges in the creation of new jobs through globalization? Explain. 6M

## CASE STUDY

- 11 A German firm had developed its activities in the electrical industry in the USA for two years, and the CEO, Peter Hansen, was happy with their current performance: market share for important products had increased significantly, and progress was better than expected. The number of employees had increased, including quite a few local American managers in high-level management positions – a situation which was rather unusual for a German multinational subsidiary in its early development stage. The CEO's goal from the beginning was to avoid an ethnocentric approach to the American 15M

activities of his firm and to take a polycentric approach that supported the recruitment of local managers.

One of these US local managers was John Miller, the company's marketing director. He has been thoroughly prepared for his job for the last two years. The company had sent him to high-level training programs at top business schools. It had provided him with a long-term career plan, which included short-term vertical career advancement. While Peter Hansen wanted to support the development of an American management style, he nevertheless tried to transfer some HR practices that are highly valued in Germany, particularly investing in training and taking a long-term intra-organizational career perspective. While some US firms took this approach, these ideas were not as widely accepted in the US as in Germany. However, Peter Hansen assumed that these policies would be valued by the new US employees of the firm and would provide an important incentive for employee retention.

One morning, Peter Hansen was shocked to learn that John Miller was about to quit his job. A competitor had offered John a challenging position, in large part because he had systematically built up his knowledge and experience base, supported by his German employer.

Questions:

1. Relate the described situation to one of the cultural dimensions identified by Hofstede. Can you explain Peter Hansen's surprise using this theory?
2. How does this situation compare to comparable situations in your home country? What are the limits of a cultural explanation?