



**Model Answer
End-Sem Examination-I, Winter 2025**

Academic Year: 2025-2026	Semester: III
Class: PG-II	Program: MBA
Branch Code: 10	Pattern: 2024
Name of Course: International Human Resource Management	Course Code: 2410612C

Q. No.	Details	Max. Marks
Q1	<p>Explain with examples the barriers to effective International HRM and suggest ways to overcome them.</p> <p>Ans:</p> <ul style="list-style-type: none">• Cultural Differences: Misunderstandings due to diverse values and practices. Example: Communication gap between US managers (direct style) and Japanese employees (indirect style).• Legal & Political Barriers: Different labour laws, visa restrictions.• Language Barriers: Difficulty in coordination across countries.• Cost of Expatriation: High expenses for relocation and allowances.• Resistance to Change: Employees may resist global HR policies. <p>Ways to Overcome:</p> <ul style="list-style-type: none">• Provide cross-cultural training.• Standardize HR policies with local adaptation.• Use translators/technology for communication.• Plan cost-effective assignments (short-term, virtual).	[6]
Q2	<p>Discuss how knowledge transfer contributes to the success of multinational corporations.</p> <p>Ans:</p> <ul style="list-style-type: none">• Definition: Knowledge transfer means sharing skills, expertise, and best practices across subsidiaries.• Contribution:<ul style="list-style-type: none">○ Improves innovation and efficiency.○ Avoids duplication of efforts.○ Builds global learning culture.○ Enhances competitive advantage.• Example: IBM transferring IT practices from US HQ to Indian subsidiary improved service delivery.	[6]



Q3	<p>a) Explain the importance of global HR planning in MNCs.</p> <p>Ans:</p> <ul style="list-style-type: none">• Definition: Forecasting and planning HR needs across countries.• Importance:<ul style="list-style-type: none">○ Ensures right people at right place.○ Helps manage diverse workforce.○ Aligns HR with global strategy.○ Anticipates skill shortages and migration trends.○ Supports succession planning.• Example: Unilever plans global talent pipelines to ensure leadership continuity. <p style="text-align: center;">OR</p> <p>b) Why do MNCs require different categories of employees?</p> <p>Ans:</p> <ul style="list-style-type: none">• Categories:<ul style="list-style-type: none">○ Parent-Country Nationals (PCNs): From HQ country, ensure control.○ Host-Country Nationals (HCNs): Local employees, provide cultural fit.○ Third-Country Nationals (TCNs): From other countries, bring global expertise.• Reasons:<ul style="list-style-type: none">○ Balance global consistency with local responsiveness.○ Reduce costs.○ Access diverse skills.• Example: Toyota uses Japanese PCNs, local HCNs in India, and TCNs from Europe.	[16]
	<p>c) Discuss the sources of international labour markets.</p> <p>Ans:</p> <ul style="list-style-type: none">• Sources:<ul style="list-style-type: none">○ Local recruitment agencies.○ International job portals.○ Campus placements.○ Expatriate networks.○ Outsourcing firms.• Example: Infosys recruits IT talent from India, US universities, and global job portals.	



	<p style="text-align: center;">OR</p> <p>d) Explain factors affecting international staffing policies.</p> <p>Ans:</p> <ul style="list-style-type: none">• Factors:<ul style="list-style-type: none">○ Cost of expatriation.○ Availability of local talent.○ Cultural adaptability.○ Legal restrictions.○ Strategic needs of HQ.• Example: Microsoft adapts staffing policies based on local labour laws in Europe.	
Q.4	<p>a) Analyze the strategic role of training and development in the global marketplace.</p> <p>Ans:</p> <ul style="list-style-type: none">• Role:<ul style="list-style-type: none">○ Builds global competencies.○ Enhances innovation and adaptability.○ Improves cross-cultural communication.○ Supports leadership development.• Example: GE trains managers in global leadership programs to handle diverse teams. <p style="text-align: center;">OR</p>	[16]
	<p>b) Evaluate the effectiveness of cross-cultural training methods.</p> <p>Ans:</p> <ul style="list-style-type: none">• Methods: Language training, cultural awareness workshops, simulations.• Effectiveness:<ul style="list-style-type: none">○ Reduces misunderstandings.○ Improves expatriate adjustment.○ Enhances productivity.• Limitations: Costly, time-consuming, not always fully effective.• Example: Cross-cultural training helped Indian managers adapt in Germany. <p>c) Assess the challenges in expatriate preparation for foreign assignments.</p>	



	<p>Ans:</p> <ul style="list-style-type: none">• Challenges:<ul style="list-style-type: none">○ Cultural shock.○ Family adjustment.○ Legal/visa issues.○ High costs.• Example: US expatriates in China face language and cultural barriers. <p style="text-align: center;">OR</p> <p>d) Critically analyze flexible international assignments.</p> <p>Ans:</p> <ul style="list-style-type: none">• Types: Short-term, commuter, virtual assignments.• Advantages: Cost-effective, flexible, less family disruption.• Challenges: Limited integration, weaker cultural immersion.• Example: Deloitte uses virtual assignments for consultants.	
<p>Q.5</p>	<p>a) Develop criteria for evaluating international employee performance.</p> <p>Ans:</p> <ul style="list-style-type: none">• Criteria:<ul style="list-style-type: none">○ Achievement of goals.○ Cultural adaptability.○ Communication skills.○ Leadership and teamwork.○ Innovation.• Example: Expatriates in Unilever are evaluated on both results and cultural fit. <p style="text-align: center;">OR</p> <p>b) Critically evaluate the objectives of international compensation management.</p> <p>Ans:</p> <ul style="list-style-type: none">• Objectives:<ul style="list-style-type: none">○ Ensure equity and fairness.○ Motivate employees.○ Attract and retain talent.○ Balance global consistency with local responsiveness.• Critical View: Difficult due to currency fluctuations, tax laws, cost	<p>[16]</p>



**K. K. Wagh Institute of Engineering Education and Research,
Nashik**

(An Autonomous Institute from A. Y. 2022-23)

	<p>of living.</p> <ul style="list-style-type: none">• Example: Balance sheet approach equalizes purchasing power for expatriates.	
	<p>c) Evaluate complexities in international compensation management.</p> <p>Ans:</p> <ul style="list-style-type: none">• Complexities:<ul style="list-style-type: none">○ Currency exchange rates.○ Taxation differences.○ Cost of living variations.○ Legal compliance.• Example: Expatriates in Switzerland face high living costs compared to India. <p style="text-align: center;">OR</p> <p>d) Design a performance appraisal system for international employees.</p> <p>Ans:</p> <ul style="list-style-type: none">• System:<ul style="list-style-type: none">○ Clear global standards.○ Local adaptation.○ Multiple evaluators (HQ + local).○ Mix of quantitative (results) and qualitative (behavior) measures.• Example: IBM uses 360-degree appraisal for global employees.	