

Plot No. 2, Knowledge Park-III, Greater Noida (U.P.) –201306

POST GRADUATE DIPLOMA IN MANAGEMENT (2023-25)
END TERM EXAMINATION (TERM -V)

Subject Name: **International HRM**

Time: **02.00 hrs**

Sub. Code: **PGH53**

Max Marks: **40**

Note: All questions are compulsory. Section A carries 12 marks: 6 questions of 2 marks each, Section B carries 18 marks having 3 questions (with internal choice question in each) of 6 marks each and Section C carries 10 marks one Case Study having 2 questions of 5 marks each.

<u>SECTION - A</u>		
Attempt all questions. All questions are compulsory.		2×6 = 12 Marks
Questions	CO	Bloom's Level
Q. 1: (A). Mention few important key aspects of internationalization in business?	CO1	L1
Q. 1: (B). Differentiate International HRM from Domestic HRM?	CO2	L2
Q. 1: (C). Mention few models of International Human Resource Management.		
Q. 1: (D). Briefly mention the role of culture in International HRM?		
Q. 1: (E). Mention few obstacles of localization in IHRM?		
Q. 1: (F). Can multinational enterprises (MNEs) benefit from global integration?		
<u>SECTION – B</u>		
All questions are compulsory (Each question has an internal choice. Attempt anyone (either A or B) from the internal choice)		6 x 3 = 18 Marks
Questions	CO	Bloom's Level
Q. 2: (A). A global tech company is struggling with high expatriate failure rates due to cultural adjustment issues and job dissatisfaction. As the International HR Manager, what strategies would you implement to improve expatriate success and ensure a smooth repatriation process? Or Q. 2: (B). A multinational corporation is expanding into a country with a limited local talent pool for managerial roles. As an HR leader, how would you decide between hiring expatriates or developing local talent, and what steps would you take to ensure a smooth integration of the chosen workforce?	CO2	L2,L3
Q. 3: (A). A multinational company is entering a new market and needs to fill key leadership positions. The company is considering using head-hunters, cross-national advertising, and e-recruitment to attract the best candidates. As an HR manager, how would you determine the most effective recruitment strategy, and what factors would you consider while selecting candidates for international assignments? Or Q. 3: (B). An expatriate manager has successfully completed a five-year international assignment and is now returning to the home country. However, they are struggling with career transition and reintegration into the company.	CO3	L2,L3

<p>As an HR professional, what steps would you take to facilitate a smooth repatriation process and ensure long-term retention of the employee?</p> <p>Q. 4: (A). A multinational company is preparing a group of employees for long-term expatriate assignments in culturally diverse regions. Some past expatriates have faced difficulties adapting to local customs and business practices. As an HR manager, what type of training programs would you implement to ensure successful adaptation, and how would you measure the effectiveness of this training?</p> <p style="text-align: center;">Or</p> <p>Q. 4: (B). A global organization is struggling with inconsistent performance management across its international branches. Employees in different countries feel that the performance evaluation criteria do not account for cultural differences and local challenges. As the HR head, how would you design a Global Performance Management System (PMS) that aligns with organizational strategy while being fair and effective across multiple regions?</p>	CO4	L4,L5
<p style="text-align: center;">SECTION - C</p> <p>Read the case and answer the questions 5×02 = 10 Marks</p>		
Questions	CO	Bloom's Level
<p>Q. 5: Case Study:</p> <p>AstraZeneca, a leading multinational pharmaceutical company, has been expanding its global operations by sending key talent on international assignments. The company follows a hybrid approach to expatriate compensation, combining elements of the balance sheet and local-plus approaches. While this method aims to ensure competitiveness, recent concerns have emerged regarding disparities in compensation between expatriates and local employees in host countries like China, Brazil, and the UK. Some expatriates have raised issues related to tax equalization, housing allowances, and healthcare benefits, arguing that variations in cost of living and social security systems affect their financial stability. At the same time, local employees feel that expatriates receive excessive benefits, leading to equity concerns and potential dissatisfaction among the workforce. AstraZeneca's HR leadership is now faced with the challenge of restructuring its international compensation strategy to ensure fairness, competitiveness, and compliance with international labour standards.</p> <p>Questions:</p> <p>Q. 5: (A). As an HR leader at AstraZeneca, how would you redesign the company's international compensation strategy to balance expatriate needs with local employee expectations?</p> <p>Q. 5: (B). How can AstraZeneca ensure that its compensation policies align with international labour standards while maintaining cost-effectiveness and employee satisfaction across different countries?</p>	CO5	L5, L6

Kindly fill the total marks allocated to each CO's in the table below:

COs	Question No.	Marks Allocated
CO1	1 (A,B & C)	6
CO2	1 (D,E & F), 2	12
CO3	Q3	6
CO4	Q4	6
CO5	Q4	10

(Please ensure the conformity of the CO wise marks allocation as per your TLEP.)

Blooms Taxonomy Levels given below for your ready reference:

L1= Remembering

L2= Understanding

L3= Apply

L4= Analyze

L5= Evaluate

L6= Create