

Department of Management
School of Management and Business Studies
Jamia Hamdard
MBA III Semester Examination - December 2025"

Subject Name: International Human Resource Management

Max. Marks: 60

Subject Code: MBA-GE-HR-11

Time: 2.5 Hours

Attempt any Five Questions. All questions carry equal marks

(5 x 12 = 60)

Q.1 A multinational company is comparing the work cultures of India and Germany before forming a cross-country project team. Using Hofstede's Cultural Dimensions, analyze how differences in power distance, individualism vs. collectivism, uncertainty avoidance, and long-term orientation might influence communication, decision-making, and teamwork between employees from the two countries. Explain how Hofstede's Cultural Dimensions can help the organization anticipate potential challenges and design appropriate HRM strategies for effective cross-cultural collaboration.

Q.2 Explain the various stages of Internationalisation of a firm.

Q.3 What are the advantages and disadvantages of having a polycentric culture in international organisations?

Q4: What is Expatriate failure? What are the direct and indirect costs connected to expatriate failures? Discuss by giving examples.

Q.5 An Indian project manager is sent to China for a one-year assignment to coordinate with a local manufacturing team. During the initial weeks, he struggles with China's indirect communication style, the strong emphasis on hierarchy, and the importance placed on building guanxi (relationships) before business discussions. He feels confused about how to interpret colleagues' responses and finds it difficult to adapt to the fast-paced work culture and different social norms. Identify the stages of culture shock the employee may be experiencing and discuss how International HRM can support his cultural adjustment while working in China.

Q6: What are the key variables affecting expatriate's performance during an international project? Explain by giving examples.

Q7: What are the peculiar challenges which International human resource teams face while managing teams from multicultural backgrounds? Explain by giving examples.

Africa for an 18-month project involving network installation and client coordination across multiple cities. Although the employees are technically skilled, the HR department anticipates challenges related to cultural diversity, workplace communication, safety awareness, and adapting to the socio-economic environment of South Africa. To ensure successful integration and project performance, the company plans to prepare the team thoroughly before departure. As the International HR manager, what types of pre-departure and on-site training should be provided to the Indian employees to help them adapt effectively to the work culture and living conditions in South Africa? Explain the importance of each training component.