BALLARI INSTITUTE OF TECHNOLOGY & MANAGEMENT
(Autonomous Institute under Visvesvaraya Technological University, Belagavi)

USN ☐☐☐☐☐☐☐☐☐☐ Course Code 2 2 M B A H R 4 0 3

Fourth Semester MBA Degree Examinations, October/ November 2025
INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Duration: 3 hrs **Max. Marks: 100**

*Note: 1. Answer any **FOUR** full questions from Question No. 1 to 7.*
2. Question No. 8 is compulsory
3. Missing data, if any, may be suitably assumed

Q. No		*Question*	*Marks*	*(RBTL:CO:PO)*
1	a.	Illustrate international human resource management.	03	(3:1:1)
	b.	Differentiate PCNs, TCNs and HCNs.	07	(2:2:1)
	c.	Explain the challenges and objectives of international human resource management.	10	(2:1:1)
2.	a.	Contrast tacit knowledge with one example.	03	(2:3:3)
	b.	Examine the factors influencing knowledge sharing.	07	(2:3:3)
	c.	Explain the technologies in international training management.	10	(2:3:3)
3.	a.	Interpret global performance management.	03	(3:3:3)
	b.	Explain the approaches of international compensation.	07	(3:3:3)
	c.	Explain the key factors affecting performance management.	10	(2:3:3)
4.	a.	Classify different types of knowledge.	03	(2:2:2)
	b.	Explain new and alternative forms of international assignments.	07	(2:2:2)
	c.	Explain international assignment process.	10	(2:2:2)
5	a.	Illustrate motives behind international transfer.	03	(2:2:2)
	b.	Explain the components of global total rewards.	07	(2:3:3)
	c.	Interpret any three models of culture.	10	(2:5:5)
6.	a.	Contrast diversity and management.	03	(2:5:5)
	b.	Analyze how knowledge can be managed to innovation.	07	(4:3:3)
	c.	Explain the factors affecting in human resource management in cross-border mergers and acquisitions.	10	(2:1:1)
7.	a.	Illustrate cross cultural management.	03	(3:5:5)
	b.	Analyze profile of organisational culture in international organisation.	07	(4:5:5)
	c.	Explain in briefly the complexities faced by IHR managers.	10	(2:1:1)

Note: (RBTL – Revised Bloom's Taxonomy Level: CO – Course Outcome: PO – Programme Outcome)

8. ## Case Study

Nestlé, a global leader in the food and beverage industry, operates in over 180 countries with a highly diverse workforce. Its international operations span across continents, encompassing a multitude of cultures, economic systems, and legal frameworks. Managing performance and rewarding employees consistently across such a wide geography is a key strategic challenge that Nestlé addresses through a carefully designed, culturally adaptive performance management and rewards system. The company implements a global performance management framework called Nestlé Performance Development (NPD). This system combines both quantitative outcomes—such as achievement of sales targets or project milestones—and qualitative competencies, like leadership, collaboration, and innovation. However, Nestlé doesn't enforce a rigid one-size-fits-all system. While the core principles remain global, local HR teams have the flexibility to adapt the framework to fit regional cultures and legal constraints. One of the major complexities Nestlé faces is ensuring **equity and fairness** across countries that differ significantly in economic strength and living standards. While an executive bonus in Switzerland may look modest, the same amount could be excessive or misaligned in a developing market. To deal with this, Nestlé uses international benchmarking tools and works with local compensation specialists to tailor packages while ensuring alignment with the company's global reward philosophy.

a.	Explain how does Nestlé balance global consistency with local customization in performance and rewards?	**10**	**(3:4:4)**
b.	Analyze the risks if cultural differences are ignored in performance feedback systems?	**10**	**(3:4:4)**

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