

BALLARI INSTITUTE OF TECHNOLOGY & MANAGEMENT

(Autonomous Institute under Visvesvaraya Technological University, Belagavi)

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Course Code

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Fourth Semester MBA Degree Examinations, August 2026

IHRM & DIVERSITY 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

<u>Q. No</u>	<u>Question</u>	<u>Marks</u>	<u>(RBT:CO:PO)</u>
1	a. Explain the meaning and scope of International Human Resource Management (IHRM).	03	(1:1:1)
	b. Discuss the functions of IHRM.	07	(2:1:1)
	c. Explain the importance of globalization in International HRM with suitable examples.	10	(4:1:2)
2.	a. Elucidate the role of culture in International business.	03	(1:2:1)
	b. Explain Edgar Schein's culture model.	07	(2:2:1)
	c. Elaborate on the concept of Cross-Cultural Management and explain Key Challenges in Cross-Cultural Management.	10	(4:2:2)
3.	a. Differentiate between Parent-Country Nationals (PCN) and Third-Country Nationals (TCN)..	03	(2:3:2)
	b. Explain the selection strategies for overseas assignments.	07	(3:3:2)
	c. Elaborate on the challenges of repatriation and suggest support practices.	10	(5:3:3)
4.	a. State the need for expatriate training.	03	(1:4:2)
	b. Elucidate cultural uniqueness vs. pan-culturalism in the context of IHRM.	07	(2:4:2)
	c. Describe any two approaches to international compensation.	10	(3:4:2)
5	a. Define global total rewards.	03	(1:4:2)
	b. Explain the issues & challenges in international Performance Management system (PMS).	07	(2:4:2)
	c. Discuss the Performance Management process (PMS) for expatriates.	10	(5:4:2)
6.	a. What is workforce diversity? State any two characteristics of workforce diversity in multinational organizations.	03	(1:5:2)
	b. Describe the various diversity management paradigms in IHRM.	07	(2:5:2)

c.	Discuss the challenges in managing workforce diversity.	10	(5:5:2)
7.	a. State the Complexities faced by IHR managers in training international staff.	03	(2:1:1)
	b. Elucidate how the paradox of diversity affects International Human Resource Management.	07	(3:5:2)
	c. Elaborate on the characteristics and limitations of Diversity Management.	10	(4:5:3)

8. Case Study

McDonald's Corporation is one of the world's largest quick-service restaurant chains, operating in more than 100 countries with a culturally diverse workforce. As part of its global expansion strategy, the company follows a policy of adapting its products, marketing strategies and people management practices to suit local cultures and customer preferences. For instance, McDonald's introduced the McAlloo Tikki Burger in India, Teriyaki Burgers in Japan, and region-specific menu items in several countries while employing local talent to manage daily operations.

Despite its successful international expansion, the company's Human Resource Department encountered several challenges. Differences in language, work culture, labour laws and employee expectations made it difficult to maintain uniform HR practices across countries. Some expatriate managers faced challenges in adapting to local cultures, resulting in communication gaps and lower employee morale. Employee feedback also indicated inconsistencies in performance evaluation across regions, creating perceptions of unfairness among employees.

Further, the company sought to improve diversity and inclusion by increasing the representation of women and minority groups in managerial positions while ensuring equal employment opportunities. Managing employees from different cultural, educational and social backgrounds required continuous training, effective communication and culturally sensitive leadership.

To address these concerns, McDonald's Global HR Department decided to review its international staffing policies, expatriate management programmes, performance management practices and diversity initiatives to improve employee engagement and organizational effectiveness across all international operations.

a.	Analyse the major International Human Resource Management challenges faced by McDonald's in managing its globally diverse workforce.	10	(5:3:3)
b.	As a member of the Global HR team, recommend suitable strategies relating to international staffing, expatriate management, performance management, compensation and diversity management to improve McDonald's global workforce effectiveness.	10	(5:3:3)

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