

**MANAGEMENT PROGRAMME
(MP)**

Term-End Examination

June, 2026

**MS-029 : INTERNATIONAL HUMAN RESOURCE
MANAGEMENT**

Time : 3 Hours

Maximum Marks : 100

Weightage : 70%

Note : (i) *There are two Sections—Section A and Section B.*

(ii) *Attempt any **three** questions from Section A. Each question carries 20 marks.*

(iii) *Section B is compulsory and carries 40 marks.*

Section—A

1. Differentiate between Domestic vs. International Human Resource Management (IHRM) and describe the functions of IHRM.

2. Describe the ways through which staff can be equipped for international assignments and also elaborate on the present trends in the development of Global Work Force.
3. What are the qualities required for a leader in global context to be effective ? Give examples.
4. Specify the key issues in international employee relations and how can they be addressed in multi-national context. Illustrate with an example.
5. Write short notes on any *three* of the following :
 - (a) Cross Cultural Negotiation
 - (b) Global Knowledge Management
 - (c) Performance Management
 - (d) Cultural Sensitivity
 - (e) Organizational Capability

Section—B

6. Read the following case carefully and answer the questions given at the end :

Samuel, a distribution manager for a U.S. kitchen appliance manufacturer, has recently been assigned to work in Guadalajara, Mexico, at the regional

manufacturing and distributions operation. His boss, regional manager Martin, also located in Guadalajara, is Mexican, as are most of his peers and all of his subordinates. Samuel has been in Guadalajara for only a few months but already has major concerns. He remembers that upon his arrival he was very excited and optimistic about his working opportunity in Mexico, feeling like he could have taken on the world and won. Now Samuel wonders if he can have any success at all. Samuel came to Mexico feeling confident that the management style that brought him so much success in the United States would propel him to similar high performance in Mexico. He was a problem solver and loved to dive in and attack problems openly and directly. Also, based on his past success with work groups in the United States, he reasoned that by involving all Mexican sales staff in the process of determining how to best sell their kitchen appliances, the company could

attain double-digit growth easily. Certainly, the local sales staff would be in the best position to know how to grow the business in their respective sales districts.

Therefore, in the first meeting with his sales staff, rather than telling them what he thought needed to be done, he posed the question to the group for open discussion. Only then did Samuel realize how quiet his Mexican employees could be. After some time, Samuel felt he needed to jump-start the discussion and tossed out his idea of using more billboard advertising. The group suddenly came alive and enthusiastically supported the idea as a fine one. Then the deafening silence returned once more. This process repeated itself few more times until Samuel decided to terminate the meeting, and he slunk away to his office in frustration. How unfortunate he felt to be stuck in this assignment with a bunch of lazy employees with no initiative, or who were incompetent and unable to make

useful suggestions, or both! But Samuel's employees were not his only worry. His boss, Martin, seemed to be cold and brusque with him lately - certainly not the warm, hospitable person he remembers in their first interactions. May be this change in Martin's demeanour began a few weeks ago at a regional management team meeting, where Samuel teased (out of actual feelings of frustration in not getting started on time) other Mexican managers for arriving 10 to 15 minutes late. Or perhaps he was correct in sensing a bit of tension in that meeting, conducted by Martin as the senior manager, when Samuel brought up several ideas for improving the various functional areas (including those not directly in his own team) of the regional operations in Mexico - ideas that he knew worked well in the United States. Despite making what he thought were insightful suggestions time after time in subsequent meetings, Samuel's

relationship with his boss seemed to grow colder.

Samuel began fearing the company's Mexican operations were doomed due to failure in a culture where indolence, incompetence, and bureaucracy prevailed. But as he monitored actual performance of the operation, he was amazed that this part of the company was showing strong profits and growth. Samuel thought that perhaps there was something wrong with him, that he was not cut out for an international assignment after all. Samuel saw his two- or three-year assignment in Mexico stretching before him as an eternity of potential failure. Worse yet, he wondered how his impending failure with this important international assignment might damage his future opportunities with the firm.

Questions :

- (a) What particular dimension or dimensions of culture - seem to be the

most central to the problems that Samuel is experiencing ? Discuss.

- (b) Explain the possible causes of Samuel's ineffectiveness in leading his sales team ? Identify the possible sources of Samuel's deteriorating relationship with his boss, Martin.
- (c) In a meeting with Samuel, what insights would you share with him about cross-cultural differences that might be the root of his problems ? What measures should Samuel take up to overcome his present difficulties at work ?

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