



**IV Semester M.B.A. (Day & Eve.) Examination, November/December 2025
(CBCS – 2022 – 23 and Onwards)**

**MANAGEMENT
Paper – 4.4.2 : International HRM**

Time : 3 Hours

Max. Marks : 70

SECTION – A

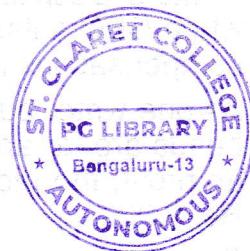
Answer **any five** of the following. **Each** question carries **five** marks. **(5×5=25)**

1. Discuss the importance of managing diversity in International HRM.
2. What are the two important activities of International HR that are different from Domestic HR ?
3. Explain Tung's framework of CCT.
4. Describe the model of International HRM.
5. Write a brief note on types of International employees.
6. Discuss the importance of TQM in HRM.
7. Write short notes on Dual career couples.

SECTION – B

Answer **any three** of the following. **Each** question carries **ten** marks. **(10×3=30)**

8. Discuss the common HR interventions that determine success/failure of an M and A deal.
9. Explain the tips for successful repatriation.
10. Language and culture of a country are interrelated. Justify the statement giving suitable examples.
11. Discuss the challenges of international human resource planning.





SECTION – C

12. Case study (Compulsory).

(15x1=15)

CEOs Salary and Inequity

An issue there for two decades or more. Five years before, Mr. Ahluwalia stumbled upon the debate in the United States, Merrill Lynch, Lucent Technologies, Citigroup, and AT & T axed over 91,000 workers between them. The same year, their four CEOs took home more than \$130 million in pay. (Plus more millions in stock options and other sops). Lucent Technologies in fact (as the New York Daily News pointed out) reported a \$17 billion loss and sacked 56,000 workers. Then it gave its CEO a \$22 million payoff.

Management guru Tom Peters long ago suggested that CEOs be called CDOs : that is, chief destruction officers. Because “you essentially get paid for blowing up your own business before the competition does”.

In India, the ILO reports that labour productivity shot up 84 percent between 1990 and 2002. But real wages in manufacturing fell 22 percent in the same period. It sees this as “an indication of deterioration in the incomes and livelihoods of workers. Despite the increasing efficiency of their labour”. This was also a period when CEO salaries had begun clocking all-time records. Even now, top-end compensations in India are growing much faster than in the U.S.

As one writer puts it : “expressed as a percentage of profits, Indian company heads are far above their global counterparts... For every Rs. 1 crore earned as profit, the Indian CEOs take home Rs. 16,800.” Global CEOs take home Rs. 9,900.

Government cannot legislate CEO salaries but they do legislate low-end wages. About the one thing Tony Blair can look back on without shame is his government’s minimum wage law. The Guardian points out that as a result of it, “Britain’s lowest-paid workers enjoyed a higher improvement in their standard of living since 2003 than those in any of the European country.”

Over five years ago, Paul Krugman, in a devastating piece on inequality in the U.S., found it obscene when a CEO there earned a thousand times what an ordinary worker did. What about us ? Presently, the average package of the top five Indian CEOs is around Rs. 13.5 crore. The lowest paid workers in their own companies would earn 15,000-20,000 times less. If we compare these top incomes to those of agricultural worker, the gap would be 32,000:1 or worse.

Dr. Krugman argued that it was not simply economic well-being that such levels of inequality threatened. It was democracy itself. In Dr. Krugman’s own nation, long ago, Justice Louis Brandeis said the same thing : “We can have concentrated wealth in the hands of a few or we can have democracy, but we cannot have both.”

Questions :

- Explain why Tom Peters suggests calling CEOs as CDOs.
- What role can the government play in regulating salary payouts ?
- In the caselet, how is salary inequality compared with ‘democracy’ ?