

Seat No.: _____

Enrolment No. _____

GUJARAT TECHNOLOGICAL UNIVERSITY

MBA - SEMESTER- III EXAMINATION – WINTER 2020

Subject Code:4539283

Date:02/01/2021

Subject Name:Functional Elective_Managing Talent Globally (MTG)

Time:10:30 AM TO 12.30 PM

Total Marks: 47

Instructions:

1. Attempt any THREE questions from Q1 to Q6.
2. Q7 is compulsory.
3. Make suitable assumptions wherever necessary.
4. Figures to the right indicate full marks.

- Q.1** Define following Terms **06**
(a)
1. HCN
2. Spouse assistance
3. Commuter assignments
- (b) **06**
1. Virtual assignments
2. COLA
3. Social dumping
- Q.2 (a)** Explain various stages of internationalization. How does each stage affect the HR function? **06**
Q.2 (b) What are the different sources of recruitment? Explain in details four approaches of recruitment? **06**
- Q.3 (a)** What are the components of international compensation program? **06**
Q.3 (b) Explain the four approaches to handle international taxation. **06**
- Q.4 (a)** Explain the methods of cross- cultural training along with the factors affecting choice of these methods. **06**
Q.4 (b) What are the stages of repatriation process? Explain in detail. **06**
- Q.5 (a)** How can multinationals assist for dual career couples' repatriation? **06**
Q.5 (b) What are the roles and responses of Unions in Multinationals? **06**
- Q.6 (a)** What are the reasons of failures of an expatriate? **06**
Q.6 (b) Discuss the key issues in international industrial relations. **06**
- Q.7 CASE STUDY:** **11**

A German firm had developed its activities in the electrical industry in the USA for two years and the CEO Peter Hansen was happy with their current performance: market share for important

products had increased significantly and progress was better than expected. The number of employees had increased, including quite a few local American managers in high-level management positions – a situation which was rather unusual for a subsidiary of a German multinational in its early stage of development. The CEO's goal from the beginning was to avoid an ethnocentric approach to the American activities of his firm and to take a polycentric approach that supported recruitment of local managers.

One of these US local managers was John Miller, the marketing director of the company. During the last two years, he has been thoroughly prepared for his job. The company had sent him to various high-level training programs at top business schools and had provided him with a long-term career plan, which included short-term vertical career advancement. While Peter Hansen wanted to support the development of an American management style he nevertheless tried to transfer some HR practices which are highly valued in Germany – particularly investing in training and taking a long-term intra-organizational career perspective. While some US firms took this approach, these ideas were not as widely accepted in the US as in Germany. However, Peter Hansen assumed that these policies would be valued by the new US employees of the firm and would provide an important incentive for employee retention.

One morning, Peter Hansen was shocked to learn that John Miller was about to quit his job. A competitor had offered John a challenging position – in large part because he had systematically built up his knowledge and experience base – supported by his German employer.

Questions:

1. Relate the described situation to one of the cultural dimensions identified by Hofstede.
2. How does this situation comparable in your home country? What are the limits of a cultural explanation?

OR

Q.7 CASE STUDY:

11

Maria Liese, a senior business manager in the Munich office of a German MNC, was given a three year assignment in the Mohali (India) operations of the company. The MNC started its Indian operations in 2013. Maria was unmarried and had no liabilities back home. As such, she thought that it was a good career opportunity for her. She felt that getting some international management experience would improve her prospects for a promotion after her return from this foreign assignment. However, after she arrived, she found that she was not fully prepared for the many challenges she faced and wondered how best to deal with the situation. Initially she felt overwhelmed because her company's Munich and Mohali offices had not assisted her much during the process of transition.

As an expatriate woman relocating all by herself, Maria was very concerned about her personal safety in India, especially because of some prominent incidents of crimes against women in New Delhi and Mumbai, widely reported in the international media. She knew that as part of her

contract, there would be no problem with housing security as her company would arrange for her a suitable house/flat in one of the safest and posh localities in Mohali.

However, she was worried about how she should dress at work and during her free time, and especially, how others (including her colleagues) might perceive her. Because she was single, she was also concerned about her social life, leisure activities and making new friends in India. In the professional context, Maria felt that the business culture was highly gender biased, and communication was not easy when working with subordinates and other managers as most of them were men. Some of Maria's colleagues and company clients saw her official behaviour as too fastidious and demanding, while she thought it to be competent and assertive. So, Maria had to really try hard to negotiate what sometimes seemed like a cultural minefield, to make sure that she interacted with local colleagues and clients without any problems.

Questions:

1. What challenges may be faced by German expatriates in India, as in the case of Maria Liese?
2. To what extent did gender issues influence the experiences and challenges that Maria came across on her assignment?
