

GUJARAT TECHNOLOGICAL UNIVERSITY
MBA – SEMESTER - 3 - EXAMINATION – SUMMER 2021

Subject Code: 4539283**Date: 13/08/2021****Subject Name: Managing Talent Globally****Time: 02:30 PM TO 05:30 PM****Total Marks: 70****Instructions:**

- 1. Attempt all questions.**
- 2. Make suitable assumptions wherever necessary.**
- 3. Figures to the right indicate full marks.**

- Q.1 [A] Answer the following in brief 14**
1. International human resource management
 2. PCN and TCN
 3. Repatriation
 4. Hofstede's cultural dimensions
 5. Ethnocentrism
 6. CCT
 7. Participative management
- Q.2 [A] Discuss the difference between Domestic HRM versus International Human Resource Management 07**
- [B] What factors should be taken in to account for an effective pre-departure training 07**
- OR**
- [B] Why expatriates do fails to perform as well as continue to the employment in MNC? 07**
- Q.3 [A] Describe the main features in the Going Rate and Balance Sheet approaches to international compensation. 07**
- [B] What are the challenges of performance appraisal in international human resource management? 07**
- OR**
- [A] Define Performance Management. What criteria are used for performance appraisal of international employee? 07**
- [B] What are the allowances paid by MNCs that are distinctive from that of pure domestic companies? 07**
- Q.4 [A] In what ways trade union influence the HRM functions of multinationals? 07**
- [B] Before entering a foreign market, it is important to understand the historical origins of national industrial relations systems. Do you support this statement? Justify your argument 07**

OR

- [A] Explain the role of IHR manager in managing ethics in organization 07
- [B] “HR Manager should be involved from the inception of merger and acquisition” Explain. 07
- Q.5 Answer the questions based on the given case. 14

Waiting in New Delhi

Richard was a 30 year old American sent by his Chicago based company to set up a buying office in India. The new office's main mission was to source large quantities of consumer goods in India : cotton garments, accessories and shoes as well as industrial products such as tent fabric and cast iron components. India's Ministry of Foreign Trade (MFT) had invited Richard's company to open this buying office because they knew it would promote exports, bring in badly needed foreign exchange and provide manufacturing know-how to Indian factories.

This was in fact the first international sourcing office of Richard's company to be located anywhere in South Asia. The MFT wanted it to succeed so that other Western and Japanese companies could be persuaded to establish similar procurement offices. The expatriate manager decided to set up the office in the capital, New Delhi, because he knew he would have to meet frequently with senior government officials. Since the Indian government closely regulated all trade and industry, Richard often found it necessary to help his suppliers to obtain import licences for the semi-manufacturers and components they required to produce the finished goods his company has ordered.

Richard found these government meetings frustrating_ Even though he always phoned to make firm appointments, the bureaucrats usually kept him waiting for hours before they met with him. Not only that, meetings would be continuously interrupted by phone calls and unannounced visitors as well as by clerks bringing in stacks of letters and documents to be signed. Because of all the waiting and the constant interruptions it regularly took him half a day or more to accomplish something that could have been done back home in 20 minutes.

Three months into this assignments Richard began to think about requesting a transfer to a different part of the world —"somewhere where things work". He just could not understand why the Indian officials were being so rude. Why did they keep him waiting? Why didn't the bureaucrats hold their incoming calls and sign those papers after the meeting to avoid the constant interruptions? After all the Government of India had actually invited his company to open this buying office. So didn't he have the right to expect reasonably courteous treatment from the officials in the various ministries and agencies he had to deal with?

- Q.5 [A] What are the main reasons of frustrations for Richard? Why? 07
- [B] Suggest recruitment and selection procedure for selecting expatriates that this company can use. 07

OR

- Q.5 [A] What is the importance of subsidiary characteristics? Explain in light of this case 07
- [B] Recommend a good pre-departure training for the expatriates in this company. 07
