

**GUJARAT TECHNOLOGICAL UNIVERSITY**  
**MBA – SEMESTER –III-EXAMINATION – WINTER-2022**

**Subject Code: 4539283****Date:25/01/2023****Subject Name: Managing Talent Globally****Time:10:30 AM to 1:30 PM****Total Marks: 70****Instructions:**

1. Attempt all questions.
2. Make suitable assumptions wherever necessary.
3. Figures to the right indicate full marks.
4. Use of simple calculators and non-programmable scientific calculators are permitted.

Q. No.	Question Text and Description	Marks
Q.1	Definitions / terms / explanations / short questions based on concepts of theory/practical (a) Expatriate (b) TCN (c) Impetrates (d) Moonlighting (e) Golden Parachute (f) Dual Career Couple (g) ERP	14
Q.2	(a) Define GHRM. Explain the variables that moderate differences between domestic and GHRM.	07
	(b) Discuss the factors influencing the global work environment.	07
<b>OR</b>		
	(b) You are the Head HR for a MNC that has begun to use international assignment in underdeveloped countries. You are considering using an external consulting firm to provide pre-departure training for employees. What components will be needed to be covered? How will you measure the effectiveness of the pre-departure training program provided by this external consultant?	07
Q.3	(a) Elaborate International Staffing Policy and how International Manager is selected.	07
	(b) What is the role of impetrates? Do impetrates guarantee a geocentric staffing policy?	07
<b>OR</b>		
Q.3	(a) In the Current Scenario of Global context most MNCs wants talented Employees, However on ethical side it's not unfair and referred as competitive practice. Explain what contributes to the poaching of	07

employees and explain which steps you would take to retain key employees.

- (b) Parag is an Expat, returning India after completion of his assignment. Which type of shock he will experience in Home country. Elaborate the factors contribute to re-entry shock. 07
- Q.4 (a) Assume that you have been appointed as the head of the HR department of a MNC having its operations across 49 countries. Discuss various actors of Industrial Relation. Which key factors of IR that underlies the differences among all subsidiaries? 07
- (b) Language standardization requires subsidiary employees to become competent in the corporate language if they seek a career within the multinational. Discuss ways in which employees can be disadvantaged by a lack of corporate language competence. 07
- OR**
- Q.4 (a) What is 'Social dumping' and why should unions be concerned about it? 07
- (b) Consider that you are the head of a large MNC and are responsible for managing subsidiary performance. What are the constrains which might affect goal attainment? What are the ways that you can utilize the performance management for control purposes? 07

Q.5 **CASE STUDY:**

Air Nuigini- national carrier of Papua New Guinea used to pay more than double the salaries to expatriate pilots compared to that of national pilots. In fact, national pilots are in no way inferior to expatriate pilots in skills and in performance in safety, regularity and punctuality. The salary discrimination was necessitated to attract foreign pilots due to shortage of national pilots. This practice was along with policies and practices of compensation management in other public and private organisations in Papua New Guinea.

These practices resulted in the dissatisfaction among national pilots that prompted them to look for opportunities in other countries. The fast growth of airlines industry in various countries led to shortage of pilots resulting in higher salaries for pilots across the countries. Majority of the pilots of Papua New Guinea (PNG) who are dissatisfied with the salaries in Air Nuigini based on skill levels and performance records procured jobs in various airline companies particularly in the middle-east with triple the salary levels of their previous jobs in Air Nuigini. In fact, one of the former national pilot of Papua New Guinea got the job of the Deputy CEO of one of the middle east airline company.

The migration of PNG pilots reached the peak level in April 2008 and ultimately, Air Nuigini did not have required number of pilots to operate their flights and Air Nuigini had to cancel some of its domestic flights and delay the operation of international flights, resulting in halting the wings of Air Nuigini flights.

Consequently, Air Nuigini modified its compensation policy and offered equal salary levels to its national pilots along with that of expatriate pilots to combat the situation. However, it could not attract those pilots who left the company, but could halt the further migration of pilots to other companies.

- (a) Why did the management of Air Nuigini failed to foresee the situation? 07
- (b) Suggest the strategies to prevent such situations in future and in other organisations in various countries that differentiate the salaries of expatriates from that of nationals consequent upon shortage of human resources of certain categories. 07

OR

- Q.5 (a) Do you think the compensation discrimination based on the nationality is desirable? 07
- (b) As a Divisional Head of Air Nuigini, Which Staffing Strategy you suggest to prevent such dicey situation? Justify your suggestion. 07

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