

GUJARAT TECHNOLOGICAL UNIVERSITY
MBA– SEMESTER - III-EXAMINATION- SUMMER-2023

Subject Code: 4539283**Date: 30/06/2023****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.
4. Use of simple calculators and non-programmable scientific calculators are permitted.

- Q: -1** Explain the terms (Each Contains 2 Marks) **14**
1. HCN
 2. Ethnocentrism
 3. Repatriate
 4. COLA
 5. Cultural Shock
 6. Social Dumping
 7. Performance Appraisal
- Q: -2** (a) Who are PCNs, HCNs and TCNs? What are the advantages and disadvantages in recruiting them? **07**
- (b) What are the key components for expatriates Compensation and also describe the Approaches to International Compensation? **07**
- OR**
- (b) Assume that you have been appointed as the head of the human resources department of a multinational organization. What are the crucial issues which you shall be considering when dealing with the industrial relations of your subsidiaries? **07**
- Q: -3** (a) Who is repatriate? Explain the phases of repatriation process and also justify the readjustment challenges faced by repatriate. **07**
- (b) Before accepting foreign assignment, an employee must check all the aspect of the assigned country to prevent failure. Do you support this statement? Justify your argument. **07**
- OR**
- Q: -3** (a) Describe about the female expatriate scenario. **07**
- (b) You are an HR head in an Indian Company who is entering into the world market. You have been given the task of staffing its rapidly growing international operations. What are the various approaches that you will be considering for making staffing decisions? Consider the pros and cons of each. **07**
- Q: -4** (a) Explain what contributes to the poaching of subsidiary employees and explain which steps you would take to retain key employees. **07**
- (b) One of the dangers of performance appraisal is that, because the focus is so much on a particular individual, the teamwork aspect gets lost. In an international location, it is perhaps desirable to focus more on how the PCN has settled in and is operating as part of a team rather than as an individual at the possible detriment of the team.' Do you agree with this statement? **07**
- OR**
- Q: -4** (a) Why performance appraisal is important? How will you appraise the employees working for an international assignment? **07**

- (b) You are the Group HR director for a small company that has begun to use international assignments. You are considering using an external consulting firm to provide pre-departure training for employees, as you do not have the resources to provide this 'in-house'. 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?

Q: -5

CASE STUDY**FAILED EXPATRIATE:**

Mr. Amar Ali Khan- a Malaysian national and an MBA from International Islamic University Malaysia was unable to fulfill the long-awaited desire of his wife of working and living in a foreign country. Finally, situation has set-in as Ghana Telikom, Accra, Ghana selected Mr. Amar Ali Khan as its Marketing Manager on a contract basis for a three-year period. Mrs. Khan was excited and planned for the departure of the entire family including two children, her old parents. In fact, Mr. Khan tried to convince his wife that he does not know anything of Ghana. In addition, he informed his wife that the culture, climate, living cost, social, security and political situations of Ghana are quite different from Malaysia and he has no clear idea of all these aspects. But Mrs. Khan did not listen to him and ultimately, she herself decided the date for their travel.

The Ghana Telikom could not arrange for their work permit, visa and air tickets before the date fixed by Mrs. Khan. Then Mrs. Khan asked her husband to arrange for the visitors' visa for all of them and buy tickets from their savings as Ghana Telikom anyhow reimburses the cost of travel. Mr. Khan could not displease his wife and ultimately, they landed in Accra as planned by Mrs. Khan.

The housing and schooling facilities in Accra are quite inferior to the expectations of Mr. and Mrs. Khan. However, she initially did not complain as everything was done as per her wishes. But two children started complaining of the facilities in the school every day. Sooner or the later, her mother fell sick and Mr. Khan had to spend 50% of his savings for her medical expenses, as Ghana Telikom's pay package does not include the medical allowances for other than employee, spouse and children of employee. Sooner or the later Mrs. Khan's father-in-law also fell sick and Mr. Khan's started experiencing financial crisis.

Mrs. Khan's honeymoon stage was over within three months and her desire of living in a foreign country was also fulfilled. Sooner, she developed a negative picture of Ghana and started feeling that they could not live properly as the food stuff they desire is not available in Ghana as well as the entertainment facilities are not according to their taste. She started murmuring and pressurizing Mr. Khan that we should go back to Malaysia as the home land is far better than any other country including Ghana. All the family member could muster the strength and support from Mrs. Khan. Thus, all the members pressurized Mr. Khan that we should leave Ghana within 15 days.

Mr. Khan could not do anything except tendering his resignation and Ghana Telikom did not pay for their fare as he did not honour the contract of working for three years. His superior expressed his unhappiness over the resignation, as the Ghana Telikom has to restart the selection process for the job of a Marketing Manager. Mr. Khan requested his friends in Malaysia to send money for their return ticket fares as his savings were just dismal. Finally, the whole family landed in Malaysia.

Q: -5

- (a) Discuss the major reason for the failure of Mr. Khan. 07
 (b) To what extent Mrs. Khan is responsible for the failure of Mr. Khan? 07

OR

Q: -5

- (a) To what extent Ghana Telikom is responsible for the failure of Mr. Khan? 07
 (b) What strategies do you suggest for the prevention of such expatriate failures? 07
