

GUJARAT TECHNOLOGICAL UNIVERSITY
MBA– SEMESTER –3-EXAMINATION – WINTER-2023

Subject Code:4539283**Date: 02-12-2023****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.1** Terms 14
- (a) COLA
(b) PCN
(c) Social Dumping
(d) Ethnocentric
(e) Cultural Shock
(f) Repatriate
(g) PMS
- Q.2** (a) Explain various stages of internationalization. How does each stage affect the HR function? 07
- (b) Who are PCNs, HCNs and TCNs? What are the advantages and disadvantages in recruiting them? 07
- OR**
- (b) What are the main similarities and differences between domestic and international HRM? 07
- Q.3** (a) Describe about the female expatriate scenario. 07
- (b) Explain the main methods of cross- cultural training and also the factors affecting the choice of these methods. 07
- OR**
- Q.3** (a) Components of International compensation program. 07
- (b) Explain what contributes to the poaching of subsidiary employees and explain which steps you would take to retain key employees. 07
- Q.4** (a) Discuss the key issues in international industrial relations. 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) What is culture? Discuss cultural issues for an expatriate. 07
- (b) How would you appraise an Expatriate? Elaborate on the problems of Performance Review of an Expat. 07

Q.5

RECRUITING DIFFERENT SKILLS FROM DIFFERENT COUNTRIES: IS IT FOR COST SAVING?

Mr. Raghunath, an Indo-Malaysian, established Sai Pharmacy Limited in Malaysia in 1991 to import and sell medicines. He had strategic alliance with Stop-n-Shop, the existing departmental store in various cities in Malaysia. The alliance includes the Stop-n-Shop provides space for Sai Pharmacy on rent and the latter should not sell the products that the former sells. The Stop-n-Shop was in red during 2005 and the Sai Pharmacy Limited acquired the merchandise of the Stop-n-Shop, changed the name of the company as SPL Limited, and currently runs the businesses of Stop-n-Shop and Sai Pharmacy as two portfolios. The company employs the human resources from Australia, New Zealand, India, Philippines and Malaysia. Employees from Australia and New Zealand are at the strategic positions and are experts in retail business. Indians are mostly in second level of the organizational hierarchy and are experts in retail business, accounting, purchase and human resource management. Filipinos are mostly appointed as Pharmacists and are branch managers of various branches. The Malaysians are appointed also to work as Pharmacists and branch managers. Highest level of salaries and benefits including car, luxury apartments, are provided to Australians and New Zealanders followed by Indians. Salaries provided to Filipinos are very less compared to the first two categories. Three to four Filipino employees are placed in the same apartments and they are provided with pick-up and drop off facility only. The company offered salaries and benefits based on hierarchy and national expatriate basis. However, the employees from Malaysia particularly pharmacists, feel that they are discriminated and they are paid less even though they do the same job like pharmacists from Philippines. Filipino employees have a strong feeling that they are also discriminated against Indian employees. In fact, they contribute the lion's share of the profits of the company as pharmacists and branch managers. Employees from other countries like India, New Zealand and Australia feel that salaries are not based on the nationality of the employee, but based on the job and the significance of the duties. Mr. Raghunath strategically employed people from various countries based on the cost of employees and skills available from various countries. The skill and cost factors, though, contributed to the profits and growth of the company, the dissatisfaction among various ethnic groups of employees particularly Filipinos and Malaysians has been mounting up. In fact, the CEO of the company Mr. Raghunath adopts most modern techniques of human resource management like managing by walking around, employee empowerment, autonomy and freedom, open communication and open-book management. He alone meets with the employees of different ethnic groups and listens to their problems by taking them to nearby island resorts for a day or two. The CEO knows pretty well that the salary discrimination is essential to attract the qualified people for different jobs as well as keep the cost of staff as low as possible in view of competition and adoption of low-cost strategy. Management of the company is very much concerned about collaborate the strategies of the company and cultural variations, employee expectations, job levels and descriptions.

- (a) What is the misalignment among company strategies, HR strategies and cultural issues? 07
- (b) How you could handle this dissatisfaction of employees particularly Filipinos and Malaysians arose due to differentiated Compensation if you were at the place of Mr. Raghunath? 07

OR

- (a) What would be the possible measures to solve the problem of the company? 07
- (b) Can you identify any problem in sourcing the employees from different countries? 07
