

Seat No.: \_\_\_\_\_

Enrolment No. \_\_\_\_\_

## GUJARAT TECHNOLOGICAL UNIVERSITY

MBA - SEMESTER- III EXAMINATION – WINTER 2020

Subject Code:1539331

Date:06/01/2021

Subject Name:International Human Resource Management (IHRM)

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 (a) Answer briefly for ALL the questions below: 06**

- 1.Expatriate
- 2.Cultural Shock
- 3.Ethnocentric

**Q.1 (b) Answer briefly for ALL the questions below: 06**

- 1.Dual Career Couple
- 2.TCNs
- 3.Tax Equalization

**Q.2 (a) Explain the reasons for using international assignments in detail. 06**

**Q.2 (b) Are female expatriate different? Explain . 06**

**Q.3 (a) As an HR manager, what programme would you establish to reduce repatriation problems of returning expatriates and their families? 06**

**Q.3 (b) What are the culture influence on standardization and adaptation? Explain it in brief. 06**

**Q.4 (a) Explain various key issues in industrial relations. 06**

**Q.4 (b) Describe he components of pre-departure training. 06**

**Q.5 (a) What is the role of an non-expatriate ? Why do they return early ? Briefly explain. 06**

**Q.5 (b) How performance appraisal is done of local employees and international employees? Explain in detail. 06**

**Q.6 (a) Write a Note on: Global issues faced by HR in Subsidiary unit.. 06**

**Q.6 (b) As an HR manger, design the cultural training module for a set of your employees who are going for an overseas assignment of your organization. (Assume any organization of your choice.) 06**

### Q.7 Read the following case study and answer the questions

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Mr. Zohair 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 Telecom, Accra, Ghana selected Mr. Zohair 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. Zohair 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 situation of Ghana are quite different that of Malaysia and he has no clear idea of all these aspects. But Mrs. Zohair did not listen to him and ultimately she herself decided the date for their travel.

The Ghana telecom 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 visitor's visa for all of them and buy the tickets from their savings as Ghana telecom 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 the Mr. and Mrs. Khan. However, she initially did not complain as everything was done as per her wishes. But the two children started complaining of the facilities in the school every day. Sooner or later, her mother felt sick and Mr. Khan had to spend 50% of his savings for her medical expenses, as Ghana Telecom's pay package does not include the medical allowances for other than employee, spouse, and children of employees. Sooner or later, Mrs. Khan's father – in – law also fell sick and 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 members could muster the strength and support for 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 telecom did not pay for their return fare, as he did not honor the contract of working for three years. His superior expressed his unhappiness over the resignation, as the Ghana telecom has to restart the selection process for the job of Marketing Manager. Mr. Khan requested his friends in Malaysia to send money for their return fares as his savings were just dismal. Finally, the whole family landed in Malaysia.

Answer the following questions:

1. Discuss the major reasons for the failure of Mr. Khan.
2. To what extent Ghana Telecom is responsible for failure of Mr. Khan?
3. What strategies do you suggest for the prevention of such expatriate failures?
4. For what he went to Malaysia? State it.

**OR**

**Q.7 Read the following case study and answer the questions.**

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Your company, a major international software developer, needed to produce a new product quickly; you assembled a team of employees from India and the US. From the start, the team members could not agree on a delivery date for the product. The Americans thought the work could be done in 2-3 weeks; the Indians predicted it would take 2-3 months. As time went on, the Indian team members proved reluctant to report setbacks in the production process, which the American team members would find out only when work was due to be passed to them. Such conflicts, of course, may affect any team, but in this case, they arose from cultural differences. As tensions mounted, conflicts over delivery dates and feedback became personal, disrupting team members' communication about even ordinary issues. You decide to intervene-with the result that both the American and the Indian team members came to rely on you for direction regarding minute operational details that the team should have been able to handle itself. You became so bogged down by quotidian issues that the project careened hopelessly off even the most pessimistic schedule – and the team never learned to work together effectively.

**Questions:**

1. What mistakes, you think, did you commit while constituting team?
2. Explain Hofstede's framework of cultural difference.
3. Which of the dimension (Hofstede's cultural dimension) do you recommend to bring the team back on track?
4. Team never learned to work together effectively . Justify the statement in your own words.

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