

**GUJARAT TECHNOLOGICAL UNIVERSITY****MBA - SEMESTER– III EXAMINATION – WINTER 2019****Subject Code: 4539283****Date: 02-12-2019****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.

**Q.1** Explain the terms (Two marks each) **14**

- (a) Collective bargaining
- (b) Cultural Shock
- (c) COLA
- (d) Non expatriate
- (e) Social Dumping
- (f) Transnational
- (g) Performance management

**Q.2** (a) International HRM is characterized by several complexities which domestic HRM is not affected by. Discuss the differences between domestic and international HRM **07**

(b) You are an HR head in a global Indian company. 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**

**OR**

(b) Assume that the firm with which you are employed as CEO is considering foreign expansion by beginning with exporting. What is the exporting strategy which you shall be considering for this stage? What is the role of the HR department when your firm goes for it? **07**

**Q.3** (a) What are the factors contributing to the failure of an expatriate? **07**

(b) Assume that you are the head of the human resources department of a large pharmaceutical firm with global operations. What are the variables which you should consider which might affect the performance of your expatriate employees? **07**

**OR**

**Q.3** (a) Describe the approaches to international compensation. **07**

- (b) You have been asked to accept an international assignment that involves working in Nigeria for 1.5 years. Following the general trend, your employer will not provide a post-assignment assurance for employment. You realise that the probability of unemployment when the assignment is finished is rather high. Why would you accept the international assignment? 07

**Q.4 (a)** There are several features of multi nationals which cause trade unions anxiety. Elaborate them and discuss the ways trade unions have responded for such concerns. 07

- (b) Consider that you are the head of a large MNC and are responsible for managing subsidiary performance. What are the constraints which might affect goal attainment? What are the ways that you can utilize the performance management for control purposes? 07

**OR**

**Q.4 (a)** What are the crucial factors involved in the selection decision of expatriates? 07

- (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.5 CASE STUDY:**

Brunt Hotels, PLC, owns more than 60 hotels considered as budget accommodations, throughout the United Kingdom. They recently acquired a small hotel chain headquartered in France. Brunt's chief executive decided that half of the new hotels in France would be retained and rebranded as part of the Brunt Hotels Group; the other half will be sold. This will support Brunt's strategic objective of growing the organization slowly to make sure that new ventures are well supported and opened on time and on budget. If this new overseas venture is successful, Brunt may decide to acquire other small hotel groups in other European countries. The organization has a very high goal of owning 150 hotels in the next five years and 300 hotels across Europe within 10-years.

Most guests stay for one to three nights and are a combination of business and leisure travelers. Tourists are attracted to these hotels in popular visitor destinations where the many local attractions mean that they will not be spending much time in their hotel rooms.

The organization has never owned hotels outside the UK before, so they made an initial survey and found that most of their existing managers would like a chance to work abroad, none of their existing managers speak French fluently, they will have four weeks to rebrand the hotels and by then the new hotels must be ready to begin, large scale recruitment for the new French hotels is needed as more than 70 percent of the employees from the acquired organization left and managers must be flexible and move between countries if any difficulties occur

The organization has decided to use an ethnocentric approach and send some of their existing UK-based managers to France to lead the changeover of the new hotels and then manage them after they re-open. The success of these managers is vital to the success of setting up the new business. The management believes that the best option is to divide their training and development into parts: pre-departure training and on-the-job training in the new country.

Since the organization has never sent employees abroad before, they are not sure about what should be included in these training programs. The only area that must be included is an introductory language section (including basic business French) so that the managers have a basic grasp of French by the time they open the new hotels. However, they hope that when the new hotels begin, the managers shall keep attending more advanced language classes

- (a) Should the hotel recruit internal candidates who are parent country nationals (PCNs) or host country nationals (HCNs)? Why? **07**
- (b) What are the main priorities of the hotel to attain its strategic objective **07**

**OR**

- Q.5**
- (a) What should be the main training areas considered by the hotel? **07**
  - (b) Evaluate your suggested training areas with its feasibility (with regard to cost of training, duration of training, involvement of employees etc.) **07**

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