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GUJARAT TECHNOLOGICAL UNIVERSITY

MBA – SEMESTER 3 EXAMINATION WINTER 2018

Subject Code:3539284 **Date:06/12/2018**

Subject Name: GLOBAL HUMAN RESOURCE MANAGEMENT (GHRM)

Time:10:30 AM To 01:30 PM **Total Marks: 70**

Instructions:

1. **Attempt all questions.**
2. **Make suitable assumptions wherever necessary.**
3. **Figures to the right indicate full marks.**

Q. No.		Question Text and Description	Marks
Q.1		Explain the terms in brief (a) Expatriates (b) Glass Ceiling (c) KRA (d) Outsourcing (e) Strategic Business Unit (SBU) (f) HCN (g) HRIS	**14**
Q.2	**(a)**	What is GHRM? How it is different from HRM. Explain in brief the challenges of GHRM in 21st century.	**07**
	(b)	Explain different approaches adopted by MNCs in for IHRM .	**07**
		OR	
	(b)	What are the factors involved in Expatriate Selection, both in terms of Individual and specifics of situation	
Q.3	**(a)**	What are the key components of global compensation program?	**07**
	(b)	What are the main causes of expatriate's failure?? As a manager how would you overcome this failure?	**07**
		OR	
Q.3	**(a)**	What are the variables associated with Performance of Expatriate?	**07**
	(b)	What is Repatriation? Why it is required? Explain in brief topics to be covered in repatriation program.	**07**
Q.4	**(a)**	Explain in details the key issues of Industrial Relations in IHRM.	**07**
	(b)	What is CSR? , What are the advantages of CSR to the MNC?	**07**
		OR	
Q.4	**(a)**	What are the characteristics of Multinationals that give labour unions cause for concern?	**07**
	(b)	What is collective bargaining? Why it is required? Explain in brief the Collective bargaining process	**07**

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Q.5 **CASE: GE ACQUISITION IN HUNGARY**
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In January 1990, the U. S. multinational, General Electric (GE), invested in Tungsram, a Hungarian lighting company, as part of its European market expansion strategy. By 1994, its equity had risen to 99.6%. The Hungarian operation had 13 existing factories employing 17,600 workers. GE initially appointed a Hungarian –born U.S. expatriate employing as its top manager, through he was later replaced when Tungsram was brought under the direct control of GE Lighting Europe in 1993. Staff transfers played an important role in training and developing the Hungarian Staff. Key executives were brought over from the United States, for varying length of time (three to Six Months) to assist in knowledge and skill transfer. Management training also involved sending Tungsgram staff to the United States, giving selected Hungarians exposure to GE's working environment, and American life in General. In order to improve Tungsram's competitiveness, GE reduced staff levels by almost half and closed five plants, despite the unionized environment; it also invested heavily in training (quality programmes) to improve production worker's output. During this period, its European market share increased from 5% in 1989 to 15% in 1994.

(a) How did G.E choose to execute its expansion strategies? **07**

(b) Did GE's top Manager anticipate the HR investment that the Tungsram acquisition would entail prior to its decision to purchase the Hungarian firm? **07**

OR

Q.5 (a) Was it proper to GE to replace the Hungarian –born U.S. expatriate as its top manger to Tungsram when it came under direct control of GE lighting Europe? **07**

(b) What steps did GE take to improve the competitiveness of Tungsram company? **07**

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