

Enrollment No./ Seat No.: _____

GUJARAT TECHNOLOGICAL UNIVERSITY

MBA - SEMESTER - III EXAMINATION - WINTER 2025

Subject Code: 2539331

Date: 20/12/2025

Subject Name: International Human Resource Management

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.
4. Use of simple calculators and non-programmable scientific calculators are permitted.

Q. No.	Question Text and Description	Marks
Q.1	Explain the terms. (a) Diversity Blindness (b) Stages of Internationalization (c) Commuter and Rotational Assignments (d) Soft & Hard Performance Goals (e) COLA (f) Cross Border Collective Bargaining (g) Ethical Leadership	14
Q.2	(a) Differentiate between International and Domestic HRM.	07
	(b) Explore the HR implications at each stage of a cross-border M&A.	07
	OR	
	(b) Give a detailed explanation of the roles that expatriates play.	07
Q.3	(a) What is workforce diversity? Elaborate strategies for managing workforce diversity.	07
	(b) Which factors need to be considered while selecting the right expatriate for an international assignment?	07
	OR	
	(a) Explain the activities and practices included in the repatriation process.	07
	(b) Discuss the goals of performance assessment in an international environment.	07
Q.4	(a) Discuss the internal environmental factors affecting international compensation.	07
	(b) How technology is impacting IHRM practices?	07
	OR	
	(a) Compare and contrast approaches of international compensation.	07
	(b) What are the potential sources of conflict in international settings? – Elaborate them in detail.	07

Q.5 CASE STUDY:

Mr. Amir Ali Khan – a Malaysian national and an MBA from International Islamic University Malaysia was unable to fulfil 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. Amir 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. Amir 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 that of Malaysia, and he has no clear idea of all these aspects. But Mrs. Amir 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. So, Mrs. Khan asked her husband to arrange for visitors' visa for all of them and buy tickets from their savings as Ghana Telikom any how reimburse 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 part of her wishes. But the two children started complaining about the facilities in the school every day. Then, Mrs. Khan's 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 later, Mr. Khan's father-in-law also fell sick, and Mr. Khan started experiencing financial crisis.

Mrs. Khan's honeymoon stage was over within three months and her desire to live 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 homeland is far better than any other country including Ghana. All the family members could muster the strength and support from Mrs. Khan. Thus, all the members pressurized Mr. Khan we should leave Ghana within 15 days. Mr. Khan could not do anything except tendering his registration and Ghana Telikom 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 Telikom must restart the selection process for the job of Marketing Manager. Mr. Khan requested friends in Malaysia to send money for their return ticket fares as his savings were just dismal. Finally, the whole family landed in Malaysia.

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