

# KIBABII UNIVERSITY



**UNIVERSITY MAIN EXAMINATIONS**

**2017/2018 ACADEMIC YEAR**

**FIRST YEAR SECOND SEMESTER**

**FOR THE DEGREE OF MASTER OF SCIENCE IN  
HUMAN RESOURCE MANAGEMENT**

**COURSE CODE: HRM 815E**

**COURSE TITLE: GLOBAL HUMAN RESOURCE  
MANAGEMENT**

**DATE: 3/08/2018**

**TIME: 9AM – 12NOON**

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## **INSTRUCTIONS TO CANDIDATES**

- Answer question **ONE** (compulsory) and any other **THREE** questions
- Question **ONE** attracts **40 marks**
- Time allowed is **THREE** hours
- All other questions attract equal marks (**20 marks**)

## QUESTION ONE

**Study the case and answer the questions that follow:**

The "Great Recession" has been hard on recruiters. As many employers have downsized, they also cut back on their recruiting efforts or bring them to a screeching halt. Some companies, like The More Store, have weathered the recession better than others. Employees at The More Store are encouraged to make recruiting a priority. They constantly have their eye on customers who would fit the unique culture, frequently approaching a good candidate right on the sales floor. In fact, 34 percent of the applicants to The More Store are referred by employees. And it isn't hard to persuade people to apply. The company pays better wages than most retailers and provides health benefits for part-time employees. During the recession they did not layoff any employees. It is the responsibility of every employee at The More Store, from top to down, to recruit employees. These efforts are so effective that advertisement for applicants is rarely necessary. That's because as customers enter the store, a trained sales associate talks up the benefits of working for The More Store and all that the company offers. If the individual applies and is hired, the sales associate is given a Rs 1000 reward for successful recruiting.

- a) Define Recruitment and discuss the process of recruiting expatriates. (10 marks)
- b) What are the advantages and disadvantages of relying on employees as a major source of recruiting new employees? (10 marks)
- c) Explain the employee selection techniques that can be used by the More Store to engage expatriates. (10 marks)
- d) Discuss the major factors associated with appraisal of expatriate managerial Performance. (10 marks)

## QUESTION TWO

- a) "Global employee/industrial relations management is the greatest challenge to a global HR manager". Discuss the statement clearly showing how you would overcome this challenge. (10 marks)
- b) Discuss how culture affects the work of a human resources manager in a global organization. How would you minimize the effect of culture? (10 marks)

## QUESTION THREE

- a) Discuss the reasons why you should train global workers. (6 marks)
- b) On what issues would you train your employees before giving them global assignments? (14 marks)

## QUESTION FOUR

- a) What value is gained from studying Global HRM? (10 marks)
- b) Discuss the factors that you would consider while determining the salaries to be paid to employees in an organization. (10 marks)

**QUESTION FIVE**

- a) Explain the concepts of Expatriate and Repatriate in the context of International Human Resource Management. (10 marks)
  
- b) Explain the Problems of Women in the context of international assignments and discuss how the women expatriates can counter the problems (10 marks)