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KIBABII UNIVERSITY



UNIVERSITY EXAMINATIONS

SPECIAL/SUPPLEMENTARY EXAMINATION

2019/2020 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: 01/02/2021

TIME: 11.00AM – 2.00PM

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 below and answer the questions that follow;

Rajesh Software Limited is a fast growing software company in India. It defines, designs and delivers technology-enabled business solutions to its clients. It has a global presence through strategic alliance with leading technology providers located in different parts of the world. In fact, it conducts its global operations through its 22 overseas offices located in countries like the USA, UK, Australia, China, Poland, South Africa, the Philippines and Argentina. The company has 15,000 employees, of which 3200 are expatriates on an international assignment at any point of time. It has an international HR division as part of the well-developed HR department to prepare, expatriate and repatriate the employees linked to foreign assignments. The HR department of this company is managed by Mr. Pranav Kumar, director (HR). The International Human Resource (IHR) division, headed by AGM (IHR) Mr. Srinivas Patel, is responsible for identifying, training, orienting and compensating the expatriate employees. It is also responsible for evaluating the performance of the expatriate on overseas missions. Since Rajesh Software gets a sizeable portion of its income from overseas operations, it has spent a considerable amount of time and resources to develop a global HR system. Yet, the international division of this company faces a few specific problems like high employee attrition among expatriates and a high cost of maintaining them on international assignments. An employee satisfaction survey conducted among the expatriates revealed employee dissatisfaction over performance evaluation and pay differences. Some of the expatriates complained that the IHR division was ignoring the dissimilarity in the expatriate assignments and foreign situation while evaluating the performance of the expatriate employees in the same positions posted to different countries. As such the international performance management tools have failed to recognize the country-or-region-specific difficulties in job performance. Another major problem associated with the expatriate assignment is the high cost of maintaining expatriates on overseas jobs. Rajesh Software estimated that the cost of using local employees. The management also felt that the expatriates often overemphasized short-term results rather than the necessary long-term results since they were aware that they would be working in the foreign assignment only for a few years. The management sought the view of the HR department about the expatriate problems and instructed it to develop strategies to surmount them. The HR department forwarded the letter to the IHR division for its views and responses. Mr. Patel, in his reply, defended both the performance evaluation system for expatriates and the practice of deputing parent-country employees. Regarding performance evaluation, he maintained that a cross-section of the employees, including expatriates, was consulted while designing the international performance standards and evaluation techniques. Thus, the international performance management system was objective and comprehensive. As regards, the high cost associated with the expatriate employees, he wanted the present system to continue in the future despite managerial vacancies. According to him, the expatriate system enabled the company to have a better and direct control over the foreign branches. When his response was placed before the management, there was a sense of disappointment among the top managers. This was because the response from IHR division was devoid of any concrete solution. Understandably, the management was seriously pondering its next move.

Questions:

- a) What is your understanding of the seriousness of the problem faced by Rajesh Software Limited in its overseas operations? (10 marks)
- b) What is your opinion about the response of the IHR division to the queries raised by the management? (10 marks)
- c) Accordingly to you, what should the management do now to address the problems of high attrition and cost in international operations? (20 marks)

QUESTION TWO

- a) What is International Human Resource Management? Explain Strategic role of International HRM. (10 marks)
- b) What is globalization? How can organizations leverage their Human Resources in the context of globalization? (10 marks)

QUESTION THREE

- a) What is compensation? Explain the importance and trends in compensation Management in the Context of Globalization. (10 marks)
- b) What is Performance Management? Explain the process of performance Management in MNCs. (10 marks)

QUESTION FOUR

Blue jeans are a legendary component of American culture from 1873, when Levi Strauss patented the riveted denim jeans. Levi Strauss doesn't actually make the jeans in the United States. In the late 1990 and early part of this decade, Levi Strauss undertook a substantial shift in the location of its manufacturing operations. By 2004, Levi Strauss had shut down its domestic operations and moved production facilities to foreign countries such as Mexico and China. Costs were a major factor for this decision. What might cost \$6.67 to make in US costs about \$3 in Mexico and \$1.50 in China. However, these changes have their own cultural perspectives with different work cultures prevailing in these countries.

- a) What are various HR challenges you face while working in cross – cultural environments? (10 marks)
- b) What are the actions you take as HR manager while establishing organization in different countries. (10 marks)

QUESTION FIVE

- (a) who is an 'Expatriate'? (3 Marks)
- (b) Discuss the major factors associated with appraisal of expatriate managerial Performance? (7 Marks)
- (c) What are the merits and demerits of Ethnocentric, Polycentric, Regiocentric & Geocentric HRM strategies? (10 marks)

QUESTION SIX

- a) Define standardisation, and explain why MNC's might want to standardise work practices.
- b) Name, describe and give an example of each of the factors that influence the standardisation of work practices.