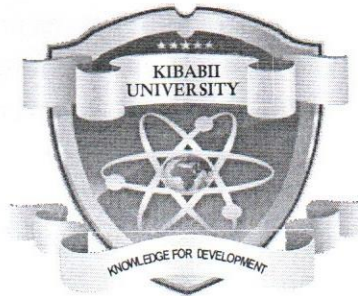


**KIBABII UNIVERSITY**



**UNIVERSITY MAIN EXAMINATIONS**

**2017/2018 ACADEMIC YEAR**

**FOURTH YEAR SECOND SEMESTER**

**FOR THE BACHELOR OF COMMERCE**

**COURSE CODE: BCH 454E**

**COURSE TITLE: GLOBAL HUMAN RESOURCE MANAGEMENT**

**DATE: 19/12/2017**

**TIME: 3 – 5PM**

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**INSTRUCTIONS TO CANDIDATES**

Answer ALL questions in Section A and Any other TWO (2) Questions from section B

## SECTION A

### QUESTION 1. COMPULSORY (30 MARKS)

**Read the case below and answer the questions that follow.**

An employee is being groomed for a future position at an executive level within a multinational organization in the petrochemical industry. She has performed a variety of roles within the company, all of which were located in her home country, and in non-technical areas. The organization's policy is for each individual on its fast track to occupy at least one position overseas, running a subsidiary or overseas office. The individual was offered a position in a predominantly Arabic-speaking and Muslim North African country. It was a relatively new location for the organization. It had opened an office there because oil had been recently discovered offshore and there was a great opportunity to drill for oil and share in the proceeds with the government.

The employee had not been briefed in any way about the country, its security concerns or politics, only about the exciting oil partnership deal. She had decided that as it was located close to Europe, she could fly back to her home country fairly easily if required. Her first meeting was with the US ambassador (there was no UK embassy in the country) who warned her that her forthcoming appointment was already widely known about, and not just in a positive way. She was already apparently on the radar of Al-Qaeda, which was known to be operating within the country.

A few weeks before starting her assignment, the employee met with a couple of locally recruited staff to get acquainted with them in advance. The 'employees' turned out to be contractors, and all appeared to be relatives of government ministers, their appointments ratified by the government. None spoke English and no one had any expertise in the oil industry.

To make matters worse, on meeting with the newly appointed oil minister, he announced that the formula for the royalties split was being amended, so that her organization would receive less than what had finally been agreed, the employee discovered that there were no schools which provided schooling in English – or even French. Arabic was the national language. With small children, she had assumed there would be plenty of English-speaking nannies and schools.

a) From a human resource perspective explain the steps the employee should have taken before accepting this assignment. **(10marks)**



b) Discuss the policies, steps and practices that should have been put in place to inform, educate and assist the employee before accepting the position? In your view, was this the right kind of appointment for her? What kind of ongoing support and practices could the parent organization have put in place to assist the employee and make the assignment a success? **(12mks)**

c) Evaluate the implications of this scenario on the overall performance of the organization from a global HRM perspective. **(8 marks)**

## **SECTION B**

2.a) The first and most fundamental step towards building a global HR program is to end all favoritism towards managers who are nationals of the country in which the company is based. As an HR expert, justify this statement with reference to diversity management. **(10 marks)**

b) Discuss the role of expatriates in multinational corporations clearly explaining the advantages and disadvantages of using expatriates. **(10marks)**

3.a) Recruitment and selection of international managers is probably the most difficult aspect of Global HRM. Discuss the relevance of this statement with specific reference to factors to be considered when carrying out these activities **(10 marks)**

b) Explain the cultural differences in Global HRM that can affect employee performance and adaptability. **(10marks).**

4.a) Advertising internally is one of the good practices of Global HRM. Discuss. **(10marks)**

b) Highlight reasons why global managers fail. **(10 marks)**

5.a) Employee Relations practice is a challenging area of HRM to transfer across borders. Discuss the role of employee relations in global HRM highlighting some of the employee relations best practices amongst global companies. **(10marks)**

b) Explain the mechanisms used in monitoring the performance of HRM departments in global companies. **(10 marks)**