

23

KIBABII UNIVERSITY



UNIVERSITY EXAMINATIONS

**2021/2022 ACADEMIC YEAR
FOURTH YEAR SECOND SEMESTER
MAIN EXAMINATION**

**FOR THE DEGREE OF BACHELOR OF COMMERCE
COURSE CODE: BCH 454E
COURSE TITLE: GLOBAL ISSUES IN HUMAN
RESOURCE MANAGEMENT**

DATE: 05/09/2022

TIME: 2.00 – 4.00PM

INSTRUCTION TO CANDIDATES

- 1) The paper contains **FIVE** questions
- 2) Attempt **THREE** questions
- 3) Question **ONE** is Compulsory

TIME:2 Hours

KIBU observes **ZERO** tolerance to examination cheating

QUESTION ONE

The strategic role of human resource management (HRM) is to ensure that HRM policies are in tandem with and in support of the firm's strategy, structure and controls. When hiring individuals with the requisite skills to do a particular job globally, the top management has a challenge in developing tools to promote a corporate culture that is almost the same everywhere. Whether to choose a local from the host country for a key position or deploy one from the headquarters assumes importance and finally whether or not to have a uniform hiring policy globally remains a big challenge. Although the major activities of HRM as practiced in international organizations, their scope, responsibilities and authority may vary according to the size of the subsidiary, the policy making section may study the local situation and generate a report which will then be submitted to the top management for approval. Never the less the world of work is rapidly changing. As part of organization, HRM must be prepared to deal with the effects of the changing world of work. For the HR people it means understanding the implication of globalization, workforce diversity, changing skill requirements, corporate downsizing, and continuous improvement initiatives and re-engineering

- a) As a human resource person give your understanding and the improvements you will put in place on the implication of globalization, workforce diversity, changing skill requirements, corporate downsizing, continuous improvement initiatives and re-engineering on the world of work. (12 marks)
- b) Examine the major areas generally looked after by the human resource department when formulating policies for the major HRM activities as practiced in international organizations (12 marks)
- c) Explain some of the staffing policies you are bound to adopt if you are employed as an international human resource manager in a foreign country in charge of hiring (6 marks)

QUESTION TWO

- a) Describe human resource management principles applied by almost every organization on the globe for effective attainment of goals (14 marks)
- b) The strategic role of human resource management is to ensure that HRM policies are in tandem with and in support of the firm's strategy, structure and controls. Explain what becomes worth mentioning in the context of global HRM as we talk of structures and controls (6 marks)

QUESTION THREE

- a) Discuss the future HR trends that will certainly help the organizations transform into a better place when HR professionals and the leadership of global organizations adopt best practices. (14 marks)
- b) Morgan (1986) developed a unique model to depict how IHRM works. Explain the components of IHRM as per Morgan's assertion. (6 marks)

QUESTION FOUR

- a) Discuss strategies that can be followed by global human resource managers in the wake of the globalization era. (12 marks)

b) Highlight major contextual variables of which HRM activities in a global firm differ from those of a domestic firm (8 marks)

QUESTION FIVE

a) Subsidiaries in many developing countries have set up institutions for providing vocational training. What are some of the commonly used developmental programs for executive level in subsidiaries? (10 marks)

b) Justify why many large corporations on the globe have eliminated their entire in- house customer service call centers in favor of outsourcing such function to third party outfits located in lower- cost location. (10 marks)