



# THE CATHOLIC UNIVERSITY OF EASTERN AFRICA

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**MAIN EXAMINATION**

**JANUARY – APRIL 2014 TRIMESTER**

**FACULTY OF COMMERCE**

**DEPARTMENT OF MARKETING AND MANAGEMENT**

**REGULAR PROGRAMME**

**CMH 423: GLOBAL HUMAN RESOURCE OPERATIONS**

**Date: APRIL 2014**

**Duration: 2 Hours**

**INSTRUCTIONS: Answer Question ONE and ANY OTHER TWO Questions**

Q1. The environment in which businesses compete is rapidly becoming globalized. More and more companies are entering international markets by exporting their products overseas and building plants in other countries and entering into alliances with foreign companies. In addition several recent social and political changes have accelerated the movement toward international competition.

- a) Discuss the **FOUR** factors which strongly influence Human Resource Management at International markets. **(12 marks)**
- b) Identify the recent changes that have caused companies to expand into international markets. **(4 marks)**
- c) Identify and briefly discuss the **FOUR** levels of global participation and the Human Resource Management issues faced at each level. **(14 marks)**

- Q2. Discuss the ways companies attempt to select, train, compensate and reintegrate managers. **(20 marks)**
- Q3. Researchers have identified **FIVE** traits necessary to be successful managers abroad. Briefly discuss those factors explaining why each of them is necessary. **(20 marks)**
- Q4. a) Discuss the reasons as to why most employers rely more on locals than expatriates. **(10 marks)**
- b) What do you understand by the following terms:
- i) Codetermination right **(2 marks)**
  - ii) Localization policy **(2 marks)**
  - iii) Foreign service premiums **(2 marks)**
  - iv) Off-shoring **(2 marks)**
  - v) A “permanent transferee”. **(2 marks)**

**\*END\***