



THE CATHOLIC UNIVERSITY OF EASTERN AFRICA

A. M. E. C. E. A

MAIN EXAMINATION

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AUGUST - DECEMBER 2016 TRIMESTER

FACULTY OF COMMERCE

DEPARTMENT OF MARKETING AND MANAGEMENT

REGULAR PROGRAMME

CMH 423: GLOBAL HUMAN RESOURCE OPERATIONS

Date: DECEMBER 2016

Duration: 2 Hours

INSTRUCTIONS: Answer Question ONE and ANY OTHER TWO Questions

- Q1. a) Human Resource Management contributes significantly to performance when HR practices support the organizational capabilities that allow the company to compete successfully. explain how these HR practices contributes to organizational success. **(6marks)**
- b) Define the term Global Integration and elaborate its business advantages to an international firm. **(8marks)**
- c) Human Resource Management plays an important role in facilitating firms to move from vertical to horizontal mechanisms of structural coordination. Briefly explain these mechanisms. **(6 marks)**
- d) Briefly explain ways in which an international firm can reach out to attract talent. **(5 marks)**
- e) Identify the three National/Country categories involved in International Human Resource Management as well as the employee categories. **(5 marks)**
- Q2. a) Performance Management is an indispensable part in Human Resources Management. Discuss the best practices in Global Performance Management. **(10 marks)**

- b) You have been appointed to be the Human Resources Manager in a Multinational Corporation which is undergoing various changes due to its recent expansion. As the HR of the corporation, discuss your role in leading change. **(10 marks)**
- Q3. a) A locally responsive company is likely to be more receptive to local trends, emerging needs and product usage patterns and is therefore less likely to miss subtle market opportunities .Discuss some of the business drivers to local responsiveness **(10 marks)**
- b) Discuss the differences between domestic and international Human Resources Management. **(10marks)**
- Q4. a) The International Human Resources Management recognizes that the key output of the Human Resources Service Delivery role is regular transactional operation connected with HRM ,carried out at a low cost and with a satisfactory service level .Discuss these HR service delivery methods. **(10 marks)**
- b) Discuss the roles of an expatriate in an international firm's operation. **(10 marks)**

END