



THE CATHOLIC UNIVERSITY OF EASTERN AFRICA

A. M. E. C. E. A

MAIN EXAMINATION

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JANUARY – APRIL 2018 TRIMESTER

FACULTY OF COMMERCE

DEPARTMENT OF MARKETING AND MANAGEMENT

REGULAR PROGRAMME

CMH 423: GLOBAL HUMAN RESOURCE OPERATIONS

Date: APRIL 2018

Duration: 2 Hours

INSTRUCTIONS: Answer Question ONE and ANY OTHER TWO Questions

- Q1. Although an organization that is expanding into international markets is faced with many problems when it decides to become global, the people challenge might, in fact, be the most difficult.
- a) Discuss the Human Resource Management challenges facing international, multinational and global organizations. **(8 marks)**
 - b) Explain the various reasons as to why Global Human Resource Management has grown as an area of study among scholars, professionals and researchers in Human Resource Management **(12 marks)**
 - c) According to Hofstede, cultures differ in at least five ways that may also have important implications for understanding business. Briefly explain the five dimensions of culture as discussed by Prof. Hofstede. **(10 marks)**
- Q2. As company grows internationally, it faces the considerable challenge of recruiting and selecting staff overseas. One such challenge is hiring Parent Country Nationals (PCNs)- Ethnocentric approach or Host Country Nationals (HCNs) – Polycentric approach. Discuss the merits and demerits of each approach in detail. What approach (from the already mentioned or other approach known to you) would you recommend and why? **(20 marks)**

- Q3. Discuss the factors that must be considered in expatriate training including the emotional stages (cultural shock cycle) associated with expatriate assignment. **(20 marks)**
- Q4. a) Write short notes on the following terms;
- Codetermination right **(2 marks)**
 - Localization policy **(2 marks)**
 - Foreign service premiums **(2 marks)**
 - Off – Shoring **(2 marks)**
 - A permanent transferee **(2 marks)**
 - Reacculturation of expatriates **(2 marks)**
- b) Highlight and explain the various steps involved in repatriation process. **(8 marks)**

END