



# THE CATHOLIC UNIVERSITY OF EASTERN AFRICA

**A. M. E. C. E. A**

**MAIN EXAMINATION**

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**AUGUST - DECEMBER 2018 TRIMESTER**

**FACULTY OF COMMERCE**

**DEPARTMENT OF MARKETING AND MANAGEMENT**

**REGULAR PROGRAMME**

**CMH 423: GLOBAL HUMAN RESOURCE OPERATIONS**

**Date: DECEMBER 2018**

**Duration: 2 Hours**

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

**Q1. Read the following passage and answer question one**

After domestic, international and multinational levels of global participation, many researchers now propose a fourth level of integration; global organizations. Global organizations compete on state-of- art, top quality products and services and so on with the lowest costs possible. Whereas multinational companies attempt to develop identical products distributed worldwide, global companies increasingly emphasize flexibility and mass customization of products to meet the needs of particular clients. Multinational companies are usually driven to locate facilities in a country as a means of reaching that country's market or lowering production costs, and the company must deal with the differences across the countries. Global firms, on the other hand, choose to locate a facility based on the ability to effectively, efficiently and flexibly produce a product or service and attempt to create synergy through the cultural differences.

This creates the need for HRM systems that encourage flexible production (thus presenting a host of HRM issues). These companies proactively consider the cultures, human, political-legal systems, and economic systems to determine where production facilities can be located to provide a competitive advantage. Global companies have multiple headquarters spread across the globe, resulting in less hierarchically structured organizations that emphasize decentralized decision making. This results in the need for human resource systems that recruit, develop, retain and use managers and executives who are competent transnationally.

- Q1. a) What do you understand by the phrase 'Global Human Resource Operations'  
**(2 marks)**
- b) It seems organizations grow from domestic to global levels as discussed in the case above. In relation with the same, explain the main reasons as to why scholars, researchers and HR professionals have shown a lot of interest in International Human Resources Management – IHRM. **(12 marks)**
- c) Discuss the recent trends in global human Resource Operations and why these trends have occasioned interests in management of employees/ workforce. **(16 marks)**
- Q2. a) Highlight and explain the factors which affect Human Resources Management in the global markets **(6 marks)**
- b) According to Prof. Hofstede, national culture will continue to have a strong influence on the effectiveness of various business practices. Discuss how cultures differ and the important implications for understanding business organizations and their operations **(14 marks)**
- Q3. a) Discuss the various traits / characteristics that expatriate managers should possess so as to be successful in their foreign assignments. Such traits should also be considered during selection of such expatriate managers. **(20 marks)**
- Q4. a) Expatriate training can involve various phases and each phase has specific objectives for helping the expatriate manager to be successful in his / her assignment. Explain those phases and the objectives in each of the phases. **(12 marks)**
- b) Discuss how terrorism has affected Human Resources Management both domestically and abroad **(8 marks)**

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