



THE CATHOLIC UNIVERSITY OF EASTERN AFRICA

A. M. E. C. E. A

P.O. Box 62157

00200 Nairobi - KENYA

Telephone: 891601-6

MAIN EXAMINATION

SEPTEMBER – DECEMBER 2019 TRIMESTER

SCHOOL OF BUSINESS

MBA - ODEL PROGRAMME

CMH 619: CASES IN HUMAN RESOURCE MANAGEMENT

Date: DECEMBER 2019

Duration: 3 Hours

INSTRUCTIONS: Answer ALL Questions in case ONE and TWO

Case Study 1.

Sara, the human resource manager, has to follow the policy of maintaining the highest ethical standards in the company. However some argue that ethics is beyond the bounds of business firm. Their argument runs as follows.

Argument One: Ethics essentially is personal and confined to self. An individual has a right to decide what is right and what is wrong. Right or wrong is in the eyes of the beholder. Ethics is relative. Beyond the individual, the society determines what is right or wrong. What is right in one place may be wrong in another.

Argument Two: Business and ethics do not go hand in hand. Honesty is the best policy but not in business. Business operates in a free and competitive market striving hard to earn profit. Management of business firm is based on scientific and not on religious principles.

Argument Three: Good business means good Ethics. Firms who make good profits need not be concerned explicitly with ethics in the work place.

Apart from the above arguments, staff confronts many ethical dilemmas in the conduct of operation. These include the menace of face to face ethics, corporate policy ethics and functional area ethics.

The face-to-face ethical dilemma arises mainly because there is a human element in most business interactions. For example, a purchasing agent of a company develops personal relationship with the sales representative who sells supplies to the company. They may address one another on first name basis, have lunch together, and talk often on the phone which may lead to ethical misbehavior.

The company faces ethical dilemma that affect the operations across all departments and divisions such as marketing and the R&D. As a matter of fact, the R&D has

modernized one of its products. It is not really 'new and improved". But they know printing these statements on the package and using it in advertisement will increase its sales.

Functional areas of business are likely to confront ethical issues. Strong pressures are felt to obtain the lowest possible prices from suppliers and where suppliers too feel a similar need to bag lucrative contracts bribes, kickbacks, and discriminatory pricing are temptations to both the parties.

More importantly, ethical issues may manifest practically in all the human resource management functions from recruitment to retirement. One can observe ethical matters in recruitment and selection, in training and development, in performance appraisal, in wages and salary administration, in labor relations, and in separation. a health and safety and others.

Q1. a) Give counter arguments to the three arguments discussed above i.e. argument one, two and three. Illustrate your counter arguments with examples.

(15 marks)

b) By selecting any three human resource management functions, Show any un ethical practices. What human resource policies and practices you put in place to prevent such unethical practices?

(15 marks)

Case 2.

As a human resource manager of International hotels operating in four continents Andrew, knew that the company had to do better job in managing its international human resources. Each HR function takes a new dimension when it is elevated domestic/national to International environments.

When employing international staff the issues of ability to mix with organization's culture, issues of staff selection by ethnocentric, polycentric or geocentric approach, issues of even coping with expatriate failure, crop in very easily.

When training and developing international staff cultural training, language training and training in manners and mannerisms must be addressed. Moreover, performance management has many international issues such as identification of raters to evaluate subsidiary performance.

When issues relating to industrial relations arise, the questions who should handle industrial problems in a subsidiary, what should be the attitude of parent company towards unions in a subsidiary, and what should be the union tactics in subsidiaries are not easily answered. Be it employee selection, training or compensation etc. International HRM adds to new dimensions which are not being or being observed in Domestic HRM.

Q2. a) Discuss ethnocentric, polycentric and geocentric selection processes and state its advantages and limitations **(15 marks)**

Q2. b) You are required to design expatriate socialization and training programs so that expatriates would enjoy their stay and be productive at work place. **(15 marks)**

END