



KARATINA UNIVERSITY
UNIVERSITY EXAMINATIONS
FIRST YEAR, SECOND SEMESTER EXAMINATION
2023/2024 ACADEMIC YEAR

FOR THE DEGREE OF:
BACHELOR OF HUMAN RESOURCE MANAGEMENT

COURSE CODE: BHR 124

**COURSE TITLE: INTERNATIONAL HUMAN RESOURCE
MANAGEMENT**

DATE: 8/5/2024

TIME: 9.00 AM – 11.00 AM

INSTRUCTION TO CANDIDATES

Attempt Question **One** and any other **Three** questions.

GLOBALIZATION AND INTEGRATING BUSINESS OPERATIONS

Management in developing countries in twenty-first century and increasing business globalization, with the different cultures we have in this world, maintaining and managing cultural differences becomes a challenge for managers and supervisors. Thus, managing cultural differences is an essential skill all managers must master if they are to be successful in the global marketplace. Lack of understanding of cultural differences can cause serious miscommunication, which can hinder the growth and the productivity of an organization or company. It looks at how one's own culture plays an important role in the way one manages, one must strive to learn, not only about the different culture which exists in the country where one wants to do business, but also, how to see one's own culture in an objective manner.

Ensuring diversity and inclusion in the workplace has become one of the biggest challenges facing today's modern organizations. Diversity in the workplace focuses on respecting and appreciating all employees for their differences (e.g. ethnicity, age, religion, education, gender, disability, etc.). Inclusion, on the other hand, focuses on ensuring that all employees feel valued and supported as individuals, irrespective of their physical or cultural differences. International Human Resource Management means that we are talking about the workforce or employees who come from other countries, in relation to the preparation work in the destination country. When employees enter another nation they tend to suffer cultural shock, which is the insecurity and disorientation caused by encountering a different culture. They may not know how to act, may fear losing face and self-confidence, or may become emotionally upset. Some individuals isolate themselves, while a few even decide to return home on the next airplane. It is virtually universal. It happens even on a move from one advanced nation to another. Some of the common reasons for cultural shock include, management philosophies, language, Alternative food, dress, driving patterns, availability of goods. Attitude towards work productivity, and separation from friends and colleagues.

Human Resources of the company should be distributed and allocated in such a way that can provide a competitive advantage. It means understanding that each individual is unique, and recognizing our individual differences. These can be along the dimensions of race, ethnicity, gender, sexual orientation, socio-economic status, age, physical abilities, religious beliefs,

political beliefs, or other ideologies. It is the exploration of these differences in a safe, positive, and nurturing environment. It is about understanding each other and moving beyond simple tolerance to embracing and celebrating the rich dimensions of diversity contained within each individual.

Globalization is the process of integrating business operations and strategies across a wide array of cultures, products and ideas, is having an impact on the role of human resource managers. Global multinational companies are not only, charged with providing a reliable workforce. More than that, the company should have a strategy and valuable sets, namely Human Resources who are committed, equipped with knowledge on international human resource management and about other countries, able to compete, face challenges and adapt quickly to new environments. Human Resources should be distributed and allocated in a way that can provide a competitive advantage. The multinational business is also prone to a number of risks like political risk, currency risk, cross-cultural risks etc... Human resources are required to perform at all operational levels across all business units be it domestic or global. In such circumstances, the risk of cross-cultural discrepancies is inevitable. Workers coming from other countries called foreign for the country in which they work.

Today, globalization has become a reality. Advances in the field of information and technology have increased the ease and speed with which companies can manage their global operations. Due to globalization, many companies are now operating in more than one country. This crossing of geographical boundaries by the companies gives the birth of multicultural organization where employees from more than one country are working together. It may be true that companies are finding these expansions as attractive and lucrative but operating and managing a multinational business is normally a lot tougher than managing a local company. The multinational business is affected by a number of factors like differences in- socio, economic, cultural, legal and political environments.

Question 1

(a) Explain five factors that affect global business in relation to international human resource

Procedures in the case above

(10 Marks)

- (b) “When employees enter another nation they tend to suffer cultural shock,” discuss five challenges faced by employee in the case above. **(10 Marks)**
- (c) Explain five differences between domestic and IHRM in the case above **(5 Marks)**

Question Two

- (a) Discuss seven skills required of an effective global human resource **(7 Marks)**
- (b) Explain four forms of multinational corporations (NMCs) **(8 Marks)**

Question Three

- (a) Discuss five functions of global human resource management **(10 Marks)**
- (b) Explain five dimensions of globalization **(5 Marks)**

Question Four

- (a) Discuss three staffing strategies showing advantages and disadvantages of each **(10 Marks)**
- (b) Explain five Human resource areas that may be affected by the national culture according to Hiltrop (1995) **(5 Marks)**

Question Five

- (a) Discuss five factors that may lead to expatriate failure to accomplish their overseas assignments. **(10 Marks)**
- (b) Examine five resources required by an organization categorized on five m's **(5 Marks)**

Question Six

- (a) There are a number of reasons that contribute to an expatriate failure, discuss five of such reasons that can lead to an expatriate going back to his country **(10 Marks)**
- (b) Evaluate five factors that affect the choice between convergence and divergence **(5 Marks)**