



KARATINA UNIVERSITY
UNIVERSITY EXAMINATIONS
FIRST YEAR, SECOND SEMESTER EXAMINATION
2024/2025 ACADEMIC YEAR

FOR THE DEGREE OF:
BACHELOR OF HUMAN RESOURCE MANAGEMENT

COURSE CODE: BHR 124

**COURSE TITLE: INTERNATIONAL HUMAN RESOURCE
MANAGEMENT**

DATE: 8/05/2025

TIME: 3.00PM – 5.00 PM

INSTRUCTION TO CANDIDATES

SEE INSIDE

INSTRUCTIONS

ATTEMPT QUESTION **ONE** AND ANY OTHER **THREE** QUESTIONS.

GLOBALIZATION AND BUSINESS OPERATIONS

Management in developing countries in twenty-first century increasing business globalization, with the different cultures we have in this world, maintaining and managing cultural differences has become 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.

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 includes employees who come from other countries, in relation to the preparation for work in the destination country. When employees enter another nation they tend to suffer cultural shock, 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 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 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. A company should have a strategy and Human Resources who are committed, equipped with knowledge on international human resource management.. 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... 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. The multinational business is affected by a number of factors like differences in- socio, economic, cultural, legal and political environments.

Question One

- (a) Explain five business changes resulting from globalization 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) Explain five limitations associated with globalization **(10 Marks)**

(b) Explain five role specification of the behaviours required for those who work internationally
(5 Marks)

Question Five

(a) Discuss five factors that may lead to expatriate failure to accomplish overseas assignment
(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 global integration versus local adaptation **(5 Marks)**