



# **MAASAI MARA UNIVERSITY**

**REGULAR UNIVERSITY EXAMINATIONS  
2017/2018 ACADEMIC YEAR  
FOURTH YEAR SECOND SEMESTER**

**SCHOOL OF ARTS & SOCIAL SCIENCES  
BACHELOR OF SCIENCE IN HUMAN  
RESOURCE MANAGEMENT**

**COURSE CODE: BHR 409**

**COURSE TITLE: INTERNATIONAL HUMAN  
RESOURCE MANAGEMENT**

**DATE: 24<sup>TH</sup> APRIL, 2018**

**TIME: 0830 - 1030HRS**

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**INSTRUCTIONS TO CANDIDATES**

- Question ONE is compulsory
- Answer any other THREE questions

*This paper consists of **THREE** printed pages. Please turn over*

### **QUESTION ONE (25 Marks)**

Francisco de Marco (da Prato) was a 14<sup>th</sup> century merchant based in Prato in Tuscany. His business was international: his trading business was based in Florence, Pisa, Genoa, Avignon (at the time the most important trading cities in Europe) and Spain and Majorca, all controlled from we would call his headquarters situated in the Small town of Prato.

The 14<sup>th</sup> century merchant was said to be a risk taker who attempted to diminish risks by spreading them over the widest possible area in terms of both geography and products. According to trading manuals at the time, to be successful abroad, a merchant needed to be acquainted with foreign languages and foreign ways of operating.

Datini spent his early years working in Avignon (in modern day France) before returning to Prato. Among his various businesses was the production of cloth. Wool from Spain and England was imported for spinning, weaving, dyeing and finishing. The finished cloth was sent overseas markets or sold in the markets in other Italian states. Surplus wool was sold in Italy. To support his activities, Datini established an office in Pisa to handle his importing activities, and another in Genoa to handle his importing of special ingredients for fixing dyes. He started using agents and finally employing people from both the host country and the mother country for his business.

- a) Based on the above case discuss the differences between domestic and international human resource management (HRM). (10 Marks)
- b) Using illustrations from the case, explain the reasons for using international assignments. (10 Marks)
- c) Outline differences in salary compensation for PCNs and TCNs (10 Marks)

### **QUESTION TWO (15 MARKS)**

- a) Discuss Morgan's Model in respect to an organization known to you. (10 Marks)
- b) Describe factors associated with appraising expatriate managerial performance at the global arena. (5 Marks)

**QUESTION THREE (15 MARKS)**

- a) "The selection of expatriates is often very complex and predicting their future performance potential when hiring or promoting staff is challenging at the best of times." With reference to the above, discuss the criteria for expatriate selection. (10 Marks)
- b) Explain the challenges that trade unions face when dealing with employees in multinational organizations. (5 Marks)

**QUESTION FOUR (15 MARKS)**

- a) You are the Group HR director for a company that has begun to use international assignments. You are considering using external consulting firm to provide departure training for employees, as you do not have the resources to provide this 'in-house'. Discuss the components you would like to be included to measure effectiveness in pre-departure training. (10 Marks)
- b) "The overseas assignment inventory evaluates potential candidates to successful international adaptability." Bring out the distinct features considered of major importance in this evaluation. (5 Marks)

**QUESTION FIVE (15 MARKS)**

- a) Identify HRM challenges that arise with expatriate assignments at the international stage. (10 Marks)
- b) Discuss ways in which employees can be disadvantaged by lack of corporate language competence (5 Marks)

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