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KIRIRI WOMENS' UNIVERSITY OF SCIENCE AND TECHNOLOGY
UNIVERSITY EXAMINATION, 2024/2025 ACADEMIC YEAR
FOURTH YEAR, **SECOND SEMESTER EXAMINATION**
FOR THE DEGREE OF BACHELOR OF SCIENCE
(BUSINESS ADMINISTRATION)

Date: 6th December, 2024
Time: 11.30am – 1.30pm

KHR 2414 - INTERNATIONAL HUMAN RESOURCE MANAGEMENT

INSTRUCTIONS TO CANDIDATES

ANSWER QUESTION ONE (COMPULSORY) AND ANY OTHER TWO QUESTIONS

QUESTION ONE (30 MARKS)

READ THE CASE STUDY BELOW AND ANSWER THE QUESTIONS THAT FOLLOW

BELENGAS COMPANY LIMITED

BELENGASI is a multinational corporation with 15 subsidiaries globally. The headquarters of BELENGASI is in Cairo in Egypt. The company specializes in production and sale of products Electrical Equipment globally. The company was established on 6th June 2017 and at inception 100 employees with different specialties were hired from different countries of the world. At present the employee population stands at 1000 – The company's CEO since 2022 is Professor Ongori while the principal Human resource manager is Dr. Right Brown. Between 2017 and 2021 the company was performing well especially in regard to profit growth for the first four years. The company's CEO Professor Ongori was very understanding especially when dealing with both external and internal customers. Professor Ongori used to meet the employees at least twice in a month using both physical and online meetings so as to be able to get feedback from employees and at the same time address the issues they faced.

He used to give allowances and recognition letters to employees who performed very well. In addition he involved employees in decision making and ensured that employees had functional working tools and had conducive working environment. Further, for any new employee he made efforts to understand his / her cultural background. This led to very good performance of the company in terms of profit levels. However Professor Ongori had an Aircraft accident where he died on the spot on 30th December 2021. This was the reason why the Board of directors promoted Dr. Right Brown who was the Principal Human Resource Manager as the CEO of the company. Six months after Dr. Right Brown took over the company's leadership, serious management crisis crippled the company making the company to walk on its knees in regard to profits. This led to closure of five subsidiary companies. Dr. Right Brown was only interested to build her own wealth empire. The CEO no longer involved the employees in decision making and neither was he bothered about creating multicultural teams.

To him employees cultural background was not important anymore and allowances employees used to be given were a thing of the past. Neither did he bother to meet or address the challenges employees faced. This made the employees very demoralized and indeed about 20 employees even exited from the company. The board of directors have given Dr. Right Brown an ultimatum of six months within which she should return the company to her original glory.

Required;

- a) Explain the company's success factors during the tenure of Professor Ongori. (6 marks)
- b) Examine the reasons that made Belengasi Company Limited walk on her knees. (6 marks)
- c) Discuss the factors which Dr. Right Brown should consider so as to create effective and functional multicultural teams in Belengasi Company. (6 marks)
- d) Explain the strategies which should be implemented to effectively motivate the workforce with cultural diversity in Belengasi Company Limited. (6 marks)
- e) Discuss the key aspects Dr. Right Brown should consider in order to understand the diverse cultural, economic, and political contexts when making decisions regarding her employees. (6 marks)

QUESTION TWO (20 MARKS)

- a) Examine the measures which a CEO of multinational company can put in place to address the challenges faced by people resources. (8 marks)
- b) Describe any six dynamics regarding the actions of managers and subordinates which have significant impact on the functioning of an international business. (6 marks)
- c) Explain the merits of recruiting home country nationals (HCN) when doing business in a foreign country. (6 marks)

QUESTION THREE (20 MARKS)

- a) Training and management of expatriates are crucial aspects for ensuring their success in international assignments and for achieving organizational goals in a global context. In support of this statement, discuss the best practices for effectively training and managing expatriates. (6 marks)
- b) Examine the Global perspectives to leadership and decision making in international business set ups. (6 marks)
- c) Evaluate the motivation strategies which can be used in a global business to motivate employees with diverse cultural backgrounds. (8 marks)

QUESTION FOUR (20 MARKS)

- a) Explain the criticism leveled against corporate social responsibility by a multinational corporation. (7 marks)
- b) Examine the key aspects in regard to recruitment, selections and placement processes in multinational corporation. (7 marks)
- c) Evaluate the strategic considerations that must be carefully examined when considering international assignments for both Host Country Nationals (HCN) and Third Country Nationals (TCN). (6 marks)

QUESTION FIVE(20 MARKS)

- a) Examine the factors to consider when transferring human resources across cultural borders. (6 marks)
- b) Evaluate the strategies that can be used by a CEO of international business organizations to manage global careers. (7 marks)
- c) Describe the measures which can be put in place to effectively address and resolve cross border conflicts. (7 marks)