



**FACULTY OF BUSINESS MANAGEMENT
END OF SEMESTER EXAMINATIONS - APRIL 2025**

PROGRAMME: BHRM

YEAR/SEM: YEAR 3/SEMESTER 2

COURSE CODE: HRM 3202

NAME: INTERNATIONAL HUMAN RESOURCE MANAGEMENT

DATE: 2025-04-14

TIME: 2:00-5:00PM

INSTRUCTIONS TO CANDIDATES:

1. Read the instructions very carefully
2. The time allowed for this examination is STRICTLY three hours
3. Read each question carefully before you attempt and allocate your time equally between all the Sections
4. Write clearly and legibly. Illegible handwriting cannot be marked
5. Number the questions you have attempted
6. Use of appropriate workplace examples to illustrate your answers will earn you bonus marks
7. Any examination malpractice detected will lead to automatic disqualification.

DO NOT WRITE ANYTHING ON THE QUESTION PAPER

Section A Section A is compulsory and carries 40 marks. Answer all questions in Section A

Question 1:

CASE STUDY: INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Brunt Hotels, PLC, owns more than 60 hotels throughout the United Kingdom. They recently acquired a small hotel chain headquartered in France. Brunt's chief executive decided that half of the new hotels in France would be retained and rebranded as part of the Brunt Hotels Group; the other half will be sold. This will support Brunt's strategic objective of growing the organization slowly to make sure that new ventures are well supported and opened on time and on budget. Brunt's hotels are considered budget accommodations; they are functional, clean and reasonably prices.

Most guests stay for one to three nights and are a combination of business and leisure travelers. The hotels are typically situated in downtown locations that are easily accessible by mass transit. Tourists are attracted to these hotels in popular visitor destinations where the many local attractions mean that they will not be spending much time in their hotel rooms. The organization has decided to use an ethnocentric approach and send some of their existing UK-based managers to France to lead the changeover of the new hotels and then manage them after they re-open. If this new overseas venture is successful, Brunt may decide to acquire other small hotel groups in other European countries. The organization would like to own 150 hotels in the next five years. Their 10-year plan is to own 300 hotels across Europe. This is an ambitious target, so it is important that the organization finds an effective formula to operate successfully in other countries.

Questions:

- Advice the directors of Brunt Hotel, how they should handle the entire process of expatriating managers to new branches they hope to open in Europe as cited in the case? (10 marks)
- In your opinion why do you think directors of brunt Hotel should deploy expatriates in the new branches than the local people? (10 marks)
- Explain possible reasons why Brant Hotel opt to use ethnocentric approach of recruitment (10 marks)
- What are some of the benefits that Brunt Hotel should consider for its human resources working in those brunches in other countries? (10 marks)

Section B There are SIX (6) questions in Section B; Answer any THREE (3) questions.

Question 1:

What are the main similarities and differences between domestic and international Human Resource Management? (20 marks)

Question 2:

- If you are given the opportunity in your next job to go on an extended foreign assignment, what types of support programs would you expect or ask for? Give reasons for your answers (10 marks)
- What specific challenges do you anticipate facing during an extended foreign assignment, and how could support programs help you overcome those challenges? (10 marks)

Question 3:

- a) Explain Hofstede's power distance approach in IHRM citing examples of countries that fall within the different approaches (10 marks)
- b) How do cultural dimensions, such as power distance, affect the implementation of International human resource management strategies in multinational corporations? (10 marks)

Question 4:

- a) Discuss two HR activities in which a Multi-National Corporation must engage that would not be required in a domestic environment. (10 marks)
- b) What are the most important factors to be considered in the selection decision? (10 marks)

Question 5:

- a) What do you think are the top drivers of "brain drain" in your country or one that you're familiar with? (10 marks)
- b) What can countries do to tackle the brain drain issue affecting them? (10 marks)

Question 6:

- a) What is diversity management? (5 marks)
- b) What do you think is the most significant challenge for International Human Resource in managing international employees? Give reasons for your answers. (15 marks)