GRETSA UNIVERSITY - THIKA

UNIVERSITY EXAMINATIONS

JANUARY – APRIL 2026 SEMESTER

BACHELOR OF COMMERCE

COURSE CODE: BCHR 402

COURSE TITLE: GLOBAL HRM

DATE: 10 APRIL 2026 **TIME: 2 HOURS**

INSTRUCTIONS TO CANDIDATES

1. SECTION A IS **COMPULSORY.**
2. SECTION B: ANSWER ANY OTHER **TWO** QUESTIONS.
3. **DO NOT** WRITE ANYTHING ON THIS QUESTION PAPER AS IT WILL BE AN EXAM IRREGULARITY.
4. ALL ROUGH WORK SHOULD BE AT THE BACK OF YOUR ANSWER BOOKLET AND CROSSED OUT.

CAUTION: *All exam rooms are under CCTV surveillance during the examination period.*

SECTION A: COMPULSORY

Question One

Kamtok Multinational Enterprise (KAME) head office located in Johannesburg, South Africa, is expanding operations in Germany, Italy, Sweden, Switzerland, and Russia. The multinational company faces challenges in cultural diversity, recruitment, expatriation, and aligning global human resource management strategies with local practices.

Using the above case study,

a) Evaluate staffing philosophies that the company could adopt in its global operations. **[8 Marks]**

b) Explore the key drivers of globalisation that influence HRM in multinational enterprises. **[8 Marks]**

c) Propose and expound on strategies for effective recruitment, selection, and repatriation of international employees in the above scenario of this company. **[6 Marks]**

d) Discuss the challenges of cross-cultural management in the given case, especially on cultural values and norms. **[8 Marks]**

SECTION B: ANSWER ANY THREE QUESTIONS

Question Two

Globalisation refers to the strategy of approaching worldwide markets with standard products. Internalisation impacts human resource management practices in turning to foreign or global markets.

a) Examine how globalisation impacts HRM practices in multinational enterprises **[12 Marks]**

b) Discuss the role of international enterprises. **[8 Marks]**

Question three

Ethics underpins all global HRM practices. Factors of Ethics, when combined, enable multinational organisations to build a strong body.

a) Discuss the significance of ethical issues in human resource practices in multinational companies. **[12 Marks]**

b) Explain factors contributed by ethics, and a high performing workforce. **[8 Marks]**

Question Four

Global tasks in HRM focus on planning, coordinating and executing human resource strategies across countries, emphasising, among others, cross-cultural sensitivity, legal compliance, and operational efficiency.

a) Discuss the importance of a focus of global tasks in Human Resource Management. **[12 Marks]**

b) Examine reasons behind organisations getting concerned with considering combining the factors of global tasks in HRM. **[8 Marks]**

Question five

Future trends in human resource planning is a focus for successful organisations. Organisations are increasingly adopting hybrid work environmental combining in office and remote work. They consider human-centred leadership and employee well-being.

a) Explore the implications of the trend on hybrid and flexible work models, considering that flexibility is becoming a core expectation. **[10 Marks]**

b) Discuss the trend and implications on human-centered leadership and employee well-being. **[10 Marks]**