

The
Management
University
of Africa



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CERTIFICATE UNIVERSITY EXAMINATIONS

**SCHOOL OF ARTS, HUMANITIES, DEVELOPMENT STUDIES
AND SOCIAL SCIENCES (SADS)**

**CERTIFICATE IN INTERNATIONAL RELATIONS AND
DIPLOMACY**

CIR 103: INTERNATIONAL HUMAN RESOURCE MANAGEMENT

DATE: 29TH JULY 2026

HOURS

DURATION: 2

**MAXIMUM MARKS:
70**

INSTRUCTIONS:

1. Write your registration number on the answer booklet.
2. **DO NOT** write on this question paper.
3. This paper contains **SIX (6)** questions.
4. Question **ONE** is compulsory.
5. Answer any other **FOUR** questions.
6. Question **ONE** carries **30 MARKS** and the rest carry **10 MARKS** each.

7. Write all your answers in the Examination answer booklet provided.

QUESTION ONE

Read the Case Study below carefully and answer the questions that follow:

SONIC PUBLIC LIMITED COMPANY

Smart solutions Ltd Company is well known for its welfare activities and employee-oriented schemes in the manufacturing industry for more than ten decades. The company employs more than 300 workers and 250 administrative staff and 50 management-level employees. The Top-level management views all the employees at the same level. This can be clearly understood by seeing the uniform of the company which is the Same for all starting from MD to floor level workers. The company has 2 different cafeterias at different places one near the plant for workers and others near the Administration building. Though the place is different the amenities, infrastructure and the food provided are of the same quality. In short, the company stands by the rule of Employee Equality.

The company has one registered trade union and the relationship between the union and the management is very cordial. The company has not lost a single man day due to strike. The company is not a paymaster in that industry. The compensation policy of that company, when compared to other similar companies, is very less still the employees don't have many grievances due to the other benefits provided by the company. But the company is facing a countable number of problems in supplying the materials in the recent past days. Problems like quality issues, mismatch in packing materials (placing material A in the box of material B) incorrect labelling of material, not dispatching the material on time, and many other problems.

The management views the case as there are loopholes in the system of various departments and hand over the responsibility to the HR department to solve the issue. When the HR manager goes through the issues, he realized that the issues are not relating to the system but it relates to the employees. When investigated he come to know that the reason behind the casual

approach by employees in work is; The company hired new employees for a higher-level post without considering the potential internal candidates; and the newly hired employees are placed with higher packages than that of existing employees in the same cadre.

Required:

- a) Using the case above illustrate any three major types of compensation packages given to expatriates.
(6 Marks)
- b) As an HR Manager at Smart solutions LTD justify four reasons why you would endorse training and development sessions for your employees.
(4 Marks)
- c) Highlight any five features of International Human Resource Management that can influence Smart solutions LTD.
(5 Mark)
- d) Elaborate any six benefits of International Labour Standards that can be accrued by Smart solutions LTD.
(6 Marks)
- e) Describe the four types of international recruitment methods in international Human Resource Management.
(4 Marks)
- f) Explain any five possible challenges that can be faced by human resource manager at Smart solutions LTD.
(5 Marks)

QUESTION TWO

- a) Using relevant examples identify five challenges that managers can face during international recruitment.
(5 Marks)
- b) Discuss five cross cultural techniques for overcoming the potential of culture and sub culture shock.
(5 Marks)

QUESTION THREE

- a) Describe five advantages of Multinational Corporations having a continuous training and development for its employees.
(5 Marks)
- b) Examine any five advantages of evaluating the performance of international employees.
(5 Marks)

QUESTION FOUR

- a) Using relevant examples elucidate the three parties in international labour relations.
(6 Marks)
- b) Identify any four factors affecting international performance appraisals in Multinational Corporations.
(4 Marks)

QUESTION FIVE

- a) Using relevant examples state and explain the types of employees managed at Multinational Corporations.
(7 Marks)
- b) Determine three challenges faced by Human Resource Managers during International Performance Appraisal.
(3 Marks)

QUESTION SIX

a) Compare and contrast between Training and Development.

(5 Marks)

b) Explain the following terms as used in IHRM;

i. Foreign Service Premiums.

(1 Mark)

ii. Hardship Allowance.

(1 Mark)

iii. Utility Allowances.

(1 Mark)

iv. Furnishing Allowances.

(1 Mark)

v. Club Membership Allowances.

(1 Mark)