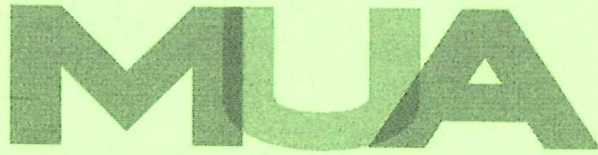


The
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CERTIFICATE UNIVERSITY EXAMINATIONS
SCHOOL OF MANAGEMENT AND LEADERSHIP
CERTIFICATE IN INTERNATIONAL RELATIONS AND DIPLOMACY

CIR 103: INTERNATIONAL HUMAN RESOURCE MANAGEMENT

DATE: 2ND APRIL 2025

DURATION: 2 HOURS

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:

PAMOJA LIMITED COMPANY

Pamoja Limited Company, based in Nairobi, Kenya, is a leading provider of renewable energy solutions, primarily focusing on solar and wind power. As the company expanded its operations, it established subsidiaries in Tanzania, Uganda, and South Africa. Pamoja Limited Company employs a diverse workforce, which includes home country employees based at the Nairobi headquarters, host country employees working in the respective countries where subsidiaries are located, and third-country employees who bring specialized skills and international perspectives to the organization.

In recent years, Pamoja has faced several challenges related to managing its international workforce. Recruitment and selection have proven to be difficult, particularly in finding candidates with the right technical skills and cultural fit for the different regions. Additionally, ensuring the emotional and physical stability of employees, especially those relocating from different countries, has required significant attention and resources. Balancing the diverse management practices and expectations of employees from various cultural backgrounds has also been a complex task. Moreover, designing and implementing effective training, development, and compensation programs that meet the needs of a varied workforce has been a constant challenge. Lastly, dealing with trade unions and complying with labor regulations in different countries has added another layer of complexity to Pamoja's human resource management.

Despite these challenges, Pamoja Limited Company recognizes the importance of continuous training and development programs for its employees. Such initiatives lead to the optimum utilization of human resources and help increase productivity and employee motivation. They also contribute to improving the organizational culture and increasing profitability. Furthermore, these programs enhance employee morale and improve the corporate image, making Pamoja an attractive employer in the renewable energy sector.

Systematically evaluating the performance of its employees has also provided several advantages for Pamoja Limited Company. It has enabled the company to design effective

promotion programs, ensuring that efficient employees are recognized and rewarded appropriately. Performance appraisals have helped in determining fair compensation packages, thus motivating employees to perform better. They have also been instrumental in identifying training needs, thereby aiding in employee development. Additionally, performance appraisals have validated the company's selection procedures, ensuring that the best candidates are chosen. Finally, they have improved communication between employees and management, fostering a transparent and supportive work environment.

By carrying out human resource management in a strategic way, Pamoja Limited Company has seen increased job satisfaction among its employees, leading to a better work culture. Improved rates of customer satisfaction have also been noted, as efficient resource management translates into better service delivery. A proactive approach to managing employees has boosted productivity and positioned Pamoja Limited Company as a leader in the renewable energy industry in Africa.

Required:

- a) Define the term International Human Resource Management and identify the three types of employees managed at Pamoja Company Limited. (5 Marks)
- b) Describe any five challenges faced by Human Resource Managers at Pamoja Company Limited in managing international employees. (10 Marks)
- c) Determine five benefits that Pamoja Company Limited by having a continuous training and development programs for their employees. (5 Marks)
- d) Highlight any five advantages that Pamoja Company Limited will have by evaluating the performance of its employees. (5 Marks)
- e) List five benefits of human resource management at Pamoja Company Limited if it's carried out in a strategic way. (5 Marks)

QUESTION TWO

- a) Explain the Steps for training and development processes (5 Marks)
- b) List Five Characteristics of Human Resource. (5 Marks)

QUESTION THREE

- a) Outline five challenges faced by Human Managers in International Recruitment. (5 Marks)
- b) Discuss five advantages of Performance Appraisal (5 Marks)

QUESTION FOUR

- a) Highlight five differences between Training and Development (5 Marks)
- b) Outline five allowances given to expatriates. (5 Marks)

QUESTION FIVE

- a) Highlight five cross cultural techniques for overcoming the potential of culture and sub culture shock. (5 Marks)
- b) Discuss five benefits of International Labour Standards (5 Marks)

QUESTION SIX

- a) Justify five differences between compensation and benefits (5 Marks)
- b) Describe five steps for training and development processes (5 Marks)