



## FACULTY OF BUSINESS

### FINAL EXAMINATION

Student ID (in Figures) :

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Student ID (in Words) :

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Course Code & Name : **HRM2013 International Human Resource Management**  
 Semester & Year : January – April 2023  
 Lecturer/Examiner : Joseph Choe Kin Hwa  
 Duration : 3 Hours

#### INSTRUCTIONS TO CANDIDATES

- This question paper consists of 2 parts:  
 PART A (60 marks) : SIX (6) short answer questions. Answer ALL of the questions. Answers are to be written in the Answer Booklet provided.  
 PART B (40 marks) : TWO (2) essay questions. Answer ALL of the questions. Answers are to be written in the Answer Booklet provided.
- Candidates are not allowed to bring any unauthorized materials except writing equipment into the Examination Hall. Electronic dictionaries are strictly prohibited.
- This question paper must be submitted along with all used and/or unused rough papers and/or graph paper (if any). Candidates are NOT allowed to take any examination materials out of the examination hall.
- Only ballpoint pens are allowed to be used in answering the questions, with the exception of multiple choice questions, where 2B pencils are to be used.

**WARNING:** The University Examination Board (UEB) of BERJAYA University College regards cheating as a most serious offence and will not hesitate to mete out the appropriate punitive actions according to the severity of the offence committed, and in accordance with the clauses stipulated in the Students' Handbook, up to and including expulsion from BERJAYA University College.

**Total Number of pages = 3 (Including the cover page)**

**PART A : SHORT ANSWER QUESTIONS (60 MARKS)**

**INSTRUCTION(S)** : Answer all **SIX (6)** questions. Write your answers in the Answer Booklet(s) provided.

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**Question 1**

Explain **FIVE (5)** drivers of International Human Resource Management integration. (10 marks)

**Question 2**

Describe how Human Resource functions are affected by each of the **FIVE (5)** stages a firm typically goes through as it grows internationally. (10 marks)

**Question 3**

Illustrate your own culture using the Hofstede's **FIVE (5)** dimensions. (10 marks)

**Question 4**

Explain **FIVE (5)** global leadership dimensions from the Global Leadership and Organizational Behavior Effectiveness (GLOBE) project. (10 marks)

**Question 5**

The International Human Resource Management approach to employment relations involves co-coordinating strategies to promote the psychological contract involvement and communication. Suggest **FIVE (5)** ways to promote the psychological contract in an organization. (10 marks)

**Question 6**

Explain the **FIVE (5)** general principles that support a Multinational Corporation's approach to employee remuneration. (10 marks)

**END OF PART A**

**PART B : ESSAY QUESTIONS (40 MARKS)**

**INSTRUCTION(S)** : Answer all **TWO (2)** questions. Write your answers in the Answer Booklet(s) provided.

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**Question 1**

The employee diversity statement for a global supermarket business includes the claim that “Both internal and external applicants are considered on the basis of individual ability, regardless of factors such as gender, age, colour, creed, race, ethnic origin, disability, marital status, religion or belief, trade union membership, or sexual preference and orientation”.

- a) Examine **FIVE (5)** barriers which obstruct the realisation of genuine employee diversity in the global supermarket business. (10 marks)
- b) Suggest how the barriers to workplace diversity can be removed or minimised. (10 marks)
- [Total: 20 marks]

**Question 2**

The retention and motivation of Host Country Nationals (HCNs) are important as it is made up of the majority of Multinational Corporations’ (MNCs’) overseas workforce and they possess local knowledge which is crucial for the operation of the subsidiary. Hence, the staff retention plan should address why HCNs remain or leave the organisation.

Critically analyse **FIVE (5)** main factors that can contribute to effective staff retention. (20 marks)

**END OF QUESTION PAPER**