BSMH 3113

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UUM
Universiti Utara Malaysia

FINAL EXAMINATION SECOND SEMESTER 2011/2012 SESSION

COURSE CODE / NAME: BSMH 3113 / INTERNATIONAL HUMAN RESOURCE MANAGEMENT.

DATE / DAY : 13 JUNE 2012 (WEDNESDAY)
TIME : 02:30 PM. - 05:00 PM. (2.5 HOURS)
VENUE : TE.

INSTRUCTIONS:
1. This examination paper contains FIVE (5) QUESTION in TWO (2) printed page excluding the cover page.
2. Please answer ALL questions in the answer book provided.
3. Candidates are NOT ALLOWED to take both exam question and exam sheet out of the exam hall.
4. Candidates are bound by the UUM's RULES AND PROCEDURES ON ACADEMIC FRAUD.

No. MATRIK: ___________________________ (in word) ____________ (in number)
IDENTIFICATION CARD NO.: _____________________________
LECTURER: _____________________________
GROUP: [ ] TABLE NO.: _____________________________

DO NOT OPEN THIS EXAMINATION PAPER UNTIL INSTRUCTED

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QUESTION ONE (20 MARKS)

"It is a challenge for those responsible for selecting staff for international assignments to determine appropriate selection criteria which are the individual factors and situational factors."

Discuss any TWO (2) individual factors and TWO (2) situational factors a manager should consider before making final selection

(20 marks)

QUESTION TWO (29 MARKS)

Multinational firms today compete on the effectiveness and competence of their core human talent around the world. Increasingly, these core individuals are being required to operate effectively across a variety of national borders and in a greater number of cross-national job assignments. These international assignees, including all employees working outside their own national borders [e.g., Parent Country Nationals (PCN), Third Country Nationals (TCN) and Host Country Nationals (HCN)] have collectively come vital for the success of multinational organizations. These international assignees fill critical staffing needs in subsidiaries, work on multinational teams, and perform many other critical tasks for their organizations.

a. Explain FOUR (4) reasons why a firm might need to use expatriate management rather than local national management.

(8 marks)

b. List THREE (3) approaches to implementing international staffing in multinational firms.

(3 marks)

c. Explain TWO (2) advantages of each approach listed in question (b).

(6 marks)

d. International assignments can fail for a number of reasons. Discuss FOUR (4) reasons why they fail.

(12 marks)
QUESTION THREE (20 MARKS)

Global compensation practices have recently moved far beyond the original domain of expatriate pay. Compensation is increasingly seen as: a mechanism to develop and reinforce a global corporate culture, a primary source of corporate control, explicitly linking performance outcomes with associated costs, and the nexus of increasingly strident. Sophisticated and public discourses on central issues of corporate governance in an international context. Therefore, when developing international compensation policies, a firm seeks to satisfy several objectives.

Identify and justify FOUR (4) components of an international compensation program that company should consider to ensure the compensation program are competitive.

(20 marks)

QUESTION FOUR (20 MARKS)

The complexities of managing performance in a firm’s various globally distributed facilities have received a great deal of professional and academic attention in the last decade. Expatriation remains a key dimension of multinational enterprise and performance. Discuss in detail FIVE (5) major factors that affect expatriate performance.

(20 marks)

QUESTION FIVE (11 MARKS)

Previously, multinational firms placed less priority on providing pre-departure training for the spouse and family. However, perhaps due to increasing recognition of the interaction between expatriate performance and family adjustment, more multinational firms are now extending their pre-departure training programs to include the spouse/partner and children.

a. Give TWO (2) reasons why firm should provide pre-departure training programs to theirs workers, spouse/partner and children.

(2 marks)

b. Explain THREE (3) major components of effective pre-departure training programs.

(9 marks)

END OF QUESTIONS