

UNIVERSITY OF BOLTON

GREATER MANCHESTER BUSINESS SCHOOL

MSC INTERNATIONAL MANAGEMENT

SEMESTER 1 EXAMINATION 2023/24

HR IN A GLOBAL CONTEXT

MODULE NO: IMA7003

Date: Thursday 11th January 2024

Time: 2.00pm – 5.00pm

INSTRUCTIONS TO CANDIDATES:

There are **THREE** questions on this paper.

Answer **ANY TWO** questions.

Each question carries 50 marks.

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CASE STUDY - KIMANDY CORPORATION

INTRODUCTION

KIMANDY Corporation is a leading global technology company headquartered in the United Kingdom. Over the past decade, KIMANDY Corporation has experienced substantial growth and success in its domestic market, and now it is looking to expand its operations internationally. With plans to establish a presence in multiple countries, the HR department faces significant challenges related to recruitment and selection, diversity management, and retention.

SCENARIO:

KIMANDY Corporation's expansion strategy includes entering new markets in Europe, Asia, and North America. The company aims to recruit and hire a diverse workforce to ensure its success in these international markets. However, the HR team is confronted with several critical issues.

QUESTIONS

1. Recruitment and Selection:

The HR team is tasked with finding the right talent for various roles in the new international locations. They need to develop a robust recruitment and selection strategy that considers the local talent pool, and cultural differences, and the company's core values and competencies.

- a. Critically discuss the factors that KIMANDY Corporation HR department should consider when developing a recruitment and selection strategy for international expansion.
- b. How can KIMANDY Corporation ensure that its recruitment processes are culturally sensitive and compliant with local labour laws?

2. Diversity Management:

KIMANDY Corporation values diversity and inclusion as essential components of its culture. The HR team must ensure that diversity is not just a buzzword but also a tangible part of the company's global workforce.

- a. Discuss the steps the KIMANDY Corporation HR team can take to promote diversity and inclusion within the new international locations where employees from different backgrounds, feel valued and engaged.
- b. How can the company measure the success of its diversity initiatives, and what key performance indicators (KPIs) should be used?

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3. Retention:

With the competition for top talent being fierce in the technology industry, the HR team is concerned about retaining employees in the new international locations. High turnover can be costly and disruptive.

- a. Identify and discuss potential challenges that may lead to high turnover in the international locations.
- b. Critically propose and justify retention strategies that the KIMANDY Corporation HR department can implement to mitigate turnover and create a stable workforce.

END OF QUESTIONS

PAST EXAMINATION