



Inspiring Innovation and Leadership

KARATINA UNIVERSITY

UNIVERSITY EXAMINATIONS

THIRD YEAR, FIRST SEMESTER EXAMINATION

2023/2024 ACADEMIC YEAR

FOR THE DEGREE OF:

BACHELORS OF HUMAN RESOURCE MANAGEMENT

COURSE CODE: BHR 313

COURSE TITLE: CROSS - CULTURAL AND DIVERSITY MANAGEMENT

DATE:19/12/2023

TIME: 11.00AM – 1.00PM

INSTRUCTION TO CANDIDATES

SEE INSIDE

Instructions: Answer Question one and any other three questions

ABC School

Last year, ABC School earned the number one ranking on the 2021 Diversity Inc. Top 50 Schools in Nyeri county for Diversity list, ranking among the top 10 for the past eight years. The school outperformed for women in leadership roles. Females comprise senior-level positions at a rate of 11.1% more than the other top 50 companies and 44.7% in the entire country. ABC school has proven successful in promoting females into management positions. They have been using various methods to measure this workplace culture.

Among its most notable achievements is the school's culture of embracing difficult conversations, Diversity as explained in the school is known for supporting discussions on race and even political marches and protests taking place across the country. What's more, it became the first School in its industry to make the parental leave policy equal for both men and women. Diversity at ABC has created an atmosphere where all employees feel free to speak up and be heard in meetings on any topic. Employees who had previously worked in other Schools that are male dominated indicate that they find ABC culture empowering. All employees are now eligible for up to four months of paid leave three of which are during school holidays. The school also champions both the boy child and girl child rights to academic, social, financial and psychological needs.

Question One

- a) ABC was in need of measuring work place culture in the school. Identify the methods you would recommend them to use. (6 Marks)
- b) Cultural diversity has a positive impact on organization performance as indicated in ABC. Explain the benefits of cultural diversity at the workplace. (8 Marks)
- c) ABC recognized the importance of the internal business environment in its decision making of diversity issues. Outline the elements of the internal environment (6 Marks)
- d) ABC was well aware that managing employees from different cultures can be a challenge. Highlight the cultural differences that every manager should be aware of. (5 Marks)

Question Two

- a) Cross culture in the business world refers to a organization's efforts to ensure that its employees interact effectively with professionals from other backgrounds. Identify the fundamental patterns of cultural differences (8 Marks)
- b) A major criticism of Kohlberg's theory is that Kohlberg did not account for cultural differences in moral reasoning of men and women. Critically examine Kohlberg's theory (7 Marks)

Question Three

- (a) Measuring culture at the work place is important in order to understand and improve communication. Analyze the importance of this measurement. (8 marks).
- (b) Management is driven by a culture, which directs the behavior of business owners, managers and employees toward a common objective. Explain how culture affects a manager's attitude (7Marks)

Question Four

- (a) Outline the Hofstede cultural dimensions (6 marks)
- (b) There are many workplace features that help strengthen the foundation for a collaborative culture that allows an employee to grow. Explain these features (9 Marks)

Question Five

- a) Employee culture is a direct reflection of the organization's workplace culture. Describe ways to create an environment of engaged culture. (8 marks)
- b) An organization must be aware of the cultural barriers disrupting international business relations and be prepared to tackle the issues. Analyze this statement while bringing out the cultural barriers in international business (7 Marks)

Question Six

- a) Explain the importance of generational diversity management in organizations (8 Marks)
- b) Highlight seven roles of corporate culture in an organization (7 Marks)