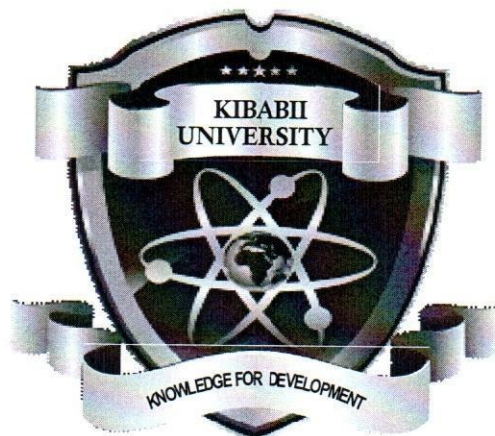


# KIBABII UNIVERSITY



**UNIVERSITY EXAMINATIONS  
2020/2021 ACADEMIC YEAR  
THIRD YEAR SECOND SEMESTER  
MAIN EXAMINATION  
FOR THE DEGREE OF BACHELOR OF COMMERCE**

**COURSE CODE: BCH 361 E**

**COURSE TITLE: CULTURE MANAGEMENT**

**DATE: 07/10/2021**

**TIME: 9.00 – 11.00AM**

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**INSTRUCTION TO CANDIDATES**

- 1) The paper contains **FIVE** questions
- 2) Attempt **THREE** questions
- 3) Question **ONE** is Compulsory

**TIME: 2 Hours**

**KIBU observes ZERO tolerance to examination cheating**

### QUESTION ONE (30 MARKS)

- a) With examples, make a clear distinction between Organisation Climate and Organisation Culture. **(4 Marks)**
- b) Describe Charles' Handy's approach on Organisation Culture and Organisation Structure. **(6 Marks)**
- c) What are four main components of Organization Culture. Which of these would you consider as most significant and relevant to stimulate organization change? **(6 Marks)**
- d) How would you describe Rapport Management in light of High Context and Low-Context Cultures? **(5 Marks)**
- e) How would you advise an expatriate from your country to Canada on how to deal with adverse Culture Shock he's been experiencing for the last 3 months? **(5 Marks)**
- f) With an illustration, describe "**Out-Group Co-Variation Effect.**" **(4 Marks)**

### QUESTION TWO (20 MARKS)

**Ethical Dilemmas are an integral part of daily work processes. This is highly precipitated by Cultural differences.**

- a) Explain 2 fundamental reasons that justify the above statement. **(2 Marks)**
- b) Describe how you would handle an employee (from a Highly Masculine Society) who has been dismissed from work without pay for expressing interests on other males as a homosexual. This made some males employees in His department very uncomfortable and affected their work output. What ethical judgments would you make regarding this situation? **(5 Marks)**
- c) Based on Ethical Principle of Utilitarianism- "**Doing the greatest good for the greatest number of people.**" Discuss on the following Ethical Dilemma. You are working **(as a HR Specialist)** for an International Organisation that thrives heavily on exports of Milk and Milk products based in Kisumu. In the recent past employees within the production unit have been complaining severely of respiratory complications emanating from gases emitted during products processing. Some employees have resigned and have threatened to sue the organization. **The company's public image is at stake. The company's continuity is equally highly threatened. Employees health is also very elusive.**

How would you effectively handle this situation with the three dilemmas at stake? **(13 Marks)**

**QUESTION THREE (20 MARKS)**

- a) You are a Project Manager expatriate for a Construction Co. in Germany. You have been chosen to negotiate through a business proposal which if successful will push the company onto a larger global presence. Describe the negotiation process and strategy you would apply to achieve an overwhelmingly winning proposal. **(15 Marks)**
- b) As a proactive manager of diverse company, how do you transform cross cultural differences into opportunities? Suggest at least four ways to support the answer in your own words. **(5 marks)**

**QUESTION FOUR**

- a) Discuss about international network of technology brokers with relevant examples. **(5 Marks)**
- b) State the cases in which technology transfer is not allowed. **(4 Marks)**
- c) Discuss the various process of commercialization. **(11 Marks).**

**QUESTION FIVE**

- a) 'As a HR Manager, discuss the process and strategies you would invoke to create and sustain a more customer-empathetic culture?' **(10 Marks)**
- b) What collaboration strategy would you adopt to influence and sustain an organization culture that deeply esteems professionalism and excellence? **(4 Marks)**
- c) What are the advantages and disadvantages of using an internal change agent to bring about effective change in an organization. **(6 Marks)**