

**KIBABII UNIVERSITY**



**UNIVERSITY MAIN EXAMINATIONS**

**2017/2018 ACADEMIC YEAR**

**THIRD YEAR SECOND SEMESTER**

**FOR THE DEGREE OF BACHELOR OF COMMERCE**

**COURSE CODE: BCH 361E**

**COURSE TITLE: CULTURE & MANAGEMENT**

**DATE: 10/08/2018**

**TIME: 9 – 11AM**

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**INSTRUCTIONS TO CANDIDATES**

**Answer Question ONE (compulsory) and ANY OTHER TWO questions**

## Safaricom Kenya Limited

Safaricom Limited is the leading provider of communications services in Kenya offering cellular network access and business solutions. Safaricom Limited was formed in 1997 and in May 2000, Vodafone group Plc acquired a stake and management responsibility for the company. In 1999 the communication sector was deregulated and opened up for private sector to put up commercial communication networks in the country and Communications Commission of Kenya (CCK) was established as the regulator.

The Company has since emerged as one of the fastest growing companies in Kenya. The Company is still aggressively expanding the market network throughout the country and developing strategic business relationships with leading global telecommunication players which help in ensuring that Safaricom has access to the world's latest technology to maintain its market leadership. Safaricom is proud to be the market leader in offering innovative products like M-PESA to the Kenyan people to enhance their lifestyle and their way of efficiently doing business. However, due to the growing rivals in and outside the African continent, the telecommunications company finds itself in peril. Therefore, Safaricom Limited has adopted several strategies to save the organization that has reached the decline stage due to stiff competition in a developing nation.

In 2011 Safaricom Limited moved to shake and thereby change its top structure, a move it believed, would act as a competitive advantage in ensuring the firm is efficient in its work. Several departments that were headed by chief officers were consolidated and headed by a Director who reports directly to the CEO. The CEO unveiled an organizational structure that set interesting positioning amongst Chief Officers and TOP Managers as they sought to head the new departments. This move, ensured that Safaricom Limited instilled a culture of customer focused, eliminated unnecessary duplication of roles and decentralized decisions, it was also going a long way to facilitate their values of speed, simplicity and trust.

1. (a) In order to respond to the external environment, Safaricom top managers must embed and internalize a relevant culture. Discuss mechanisms that safaricom top managers can use to internalize organizational culture ( 10 marks)  
(b) Describe bases on which culture can be differentiated in Safaricom Limited (10 marks)  
(c) Due to the rise in technological changes, Safaricom Limited has been forced to undergo cultural changes. Briefly discuss the impact Information & Communication Technology (ICT) on Safaricom Limited culture (10 marks).
2. (a) Discuss how managers can entrench culture in a business organization ( 12 marks)

- (b) Using Geert Hofstede's cultural model, discuss the impact of culture on management of business organizations ( 8 marks)
3. (a) Culture has a major impact on businesses in a globalized economy. Explain (12 marks)
- (b) Multicultural organizations are the order of the day in the current business. Discuss how such organizations can be managed for effectiveness (8 marks).
4. (a) Culture affects all business functions. Discuss (10 marks)
- (b) Cultural change is important in managing mature and declining organization. Discuss some of strategies managers can use to infuse cultural change in these organizations (10 marks)
5. (a) Briefly describe how culture in an organization develops as it moves through stages of organization development ( 10 marks)
- (b) Diversity tends to be common where firms are operating beyond borders. Discuss potential problems associated with diversity (10 marks)