

KIBABII UNIVERSITY



UNIVERSITY EXAMINATIONS

SPECIAL/ SUPPLEMENTARY EXAM

2017/2018 ACADEMIC YEAR

THIRD YEAR SECOND SEMESTER

FOR THE DEGREE OF BACHELOR OF COMMERCE

COURSE CODE: BCH 361E

COURSE TITLE: CULTURE AND MANAGEMENT

DATE: 12/10/2018

TIME: 11.30 – 1.30PM

INSTRUCTIONS TO CANDIDATES

Answer Question ONE (compulsory) and ANY OTHER TWO questions

1. (a) In order to respond to the external environment, leaders of organizations must embed and internalize a relevant culture. Discuss FIVE mechanisms that leaders can use to internalize organizational culture (10 marks)

(b) In order for organizations to be successful, they have to create units that begin the process of culture formation. Describe FIVE bases on which culture can be differentiated in an organization (10 marks)

(c) Fons Trampenaars Cultural dimensions model has relevance to modern management practice. Discuss (10 marks)

(d) Due to the rise in technological changes, Business organizations have been forced to undergo cultural changes. Briefly discuss the impact of ICT on organizational 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)