

# KIBABII UNIVERSITY

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## UNIVERSITY EXAMINATIONS SPECIAL/SUPPLEMENTARY EXAMS

2016/2017 ACADEMIC YEAR

THIRD YEAR FIRST SEMESTER

FOR THE DEGREE OF BACHELOR OF COMMERCE

COURSE CODE: BCH 361E

COURSE TITLE: CULTURE AND MANAGEMENT

DATE: 22<sup>ND</sup> SEPTEMBER 2017

TIME: 11.30AM – 1.30PM

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### INSTRUCTIONS TO CANDIDATES

Answer Question ONE (compulsory) and ANY OTHER TWO questions

## SECTION A – 30 MARKS

### QUESTION ONE

- (a) Define culture and explain its characteristics  
(10 Marks)
- (b) Discuss each of the dimensions of national cultural values as described by Greert Hofstede (1980)  
(10 Marks)
- (c) The culture of an organization refers to the unique configuration of norms, values, beliefs, and ways of behaving that characterize the manner in which groups and individuals combine to get things done....Describe how this system is developed.  
(10 Marks)

### QUESTION TWO

- (a) Like an iceberg, cultural attributes are both above and below the surface... Explain  
(10 Marks)
- (b) According to Charles Handy (1976) culture may be classified based on power, role task and person. Elaborate.  
(10 Marks)

### QUESTION THREE

- (a) Hiring from a global labour pool results in cultural diversity in global organizations. According to David Thomas and Robin Ely (1991). Business leaders tend to adopt one of three different views to incorporate cultural diversity in their organization – Explain in detail.  
(10 Marks)
- (b) Organizational culture can be described in terms of values, norms artifacts and management style... Describe each of these in detail.  
(10 Marks)

#### **QUESTION FOUR**

- (a) Management style is the approach managers use to deal with people. Identify and explain four extremes consisted in management style.

**(10 Marks)**

- (b) Outline general recommendations tht an organization may adopt in order to have the ability to integrate diversity.

**(10 Marks)**

#### **QUESTION FIVE**

Research suggests that numerous outcomes have been associated either directly or indirectly with organizational culture. A healthy and robust organizational culture may provide various benefits.

Discuss in detail the impact of culture on:

- (i) The business

**(10 Marks)**

- (ii) Employees

**(10 Marks)**