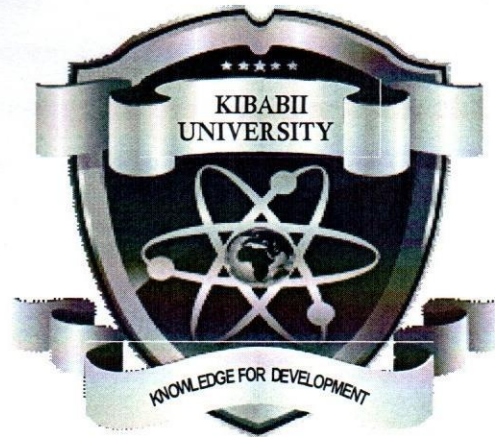


KIBABII UNIVERSITY



UNIVERSITY EXAMINATIONS 2020/2021 ACADEMIC YEAR THIRD YEAR SECOND SEMESTER

SUPPLEMENTARY/SPECIAL EXAMINATION

FOR THE DEGREE OF BACHELOR OF COMMERCE
COURSE CODE: BCH 361E
COURSE TITLE: CULTURE AND MANAGEMENT
DATE: 20/01/2022 **TIME: 8.00 – 10.00AM**

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) Edgar Schein's Organisation Culture Model gives an analogy of an "iceberg" to explain the concept. Give the components of culture according to this model and explain reasons why one of them is used to steer Corporate Change. **(4 Marks)**
- b) Describe the process of Organisation Culture Development. **(4 Marks)**
- c) i) Explain ONE advantage and TWO disadvantages of a multicultural team. ii) Do they tend to perform much better or worse than monoculture teams? Please explain your answer. **(5 Marks)**
- d) Mention the two features of technology. **(2 Marks)**
- e) Which four cross cultural competences for managing differences abroad can be distinguished? Explain each competence in a few lines. **(6 Marks)**
- f) Explain the role of emotions in successful intercultural negotiations. **(6 Marks)**
- g) Explain three ethical issues common in the work place. **(3 Marks)**

QUESTION TWO

- a) Write elaborate notes on Culture and Motivation based on the Cultural Assumptions- Environment, Human Nature, Time, Space and Context. **(12 Marks)**
- b) With examples, elaborately illustrate the work-related barriers to intercultural communication. **(8 Marks)**

QUESTION THREE

- a) "Driving cultural change requires active and intentional leadership. Whether you are changing the culture of a team, a division, or an entire enterprise." Elaborately explain the 5-step process involved in managing cultural change. **(10 Marks)**
- b) Cultural Change is a very vital ingredient for "**Organisation Agility**". Elucidate some common essential elements for Agile Organisations. **(10 Marks)**

QUESTION FOUR

“Many issues facing communities today are dynamic and interrelated, necessitating a coordinated approach on the part of organizations and individuals aiming to make a positive impact on their communities.”

- a) Describe five merits of organization collaborations/alliances. **(8 Marks)**
- b) Illustrate the success factors that underlie thriving Collaborations in Organisations. **(12 Marks)**

QUESTION FIVE

- a) How is technology classified? Illustrate with an example of each. **(8 Marks)**
- b) What is Cross-Cultural Training, Its merits and the types that can be administered in an Organisation. **(12 Marks)**