



MURANG'A UNIVERSITY OF TECHNOLOGY

SCHOOL OF BUSINESS AND ECONOMICS

DEPARTMENT OF HUMAN RESOURCE

UNIVERSITY ORDINARY EXAMINATION

2023/2024 ACADEMIC YEAR

**FOURTH YEAR FIRST SEMESTER EXAMINATION FOR BACHELOR OF
SCIENCE IN HUMAN RESOURCE MANAGEMENT**

BHR 404 – CROSS CULTURAL DIVERSITY

DURATION: 2 HOURS

INSTRUCTIONS TO CANDIDATES:

1. Answer Question **ONE** and Any other **TWO** questions.
2. Mobile phones are not allowed in the examination room.
3. You are not allowed to write on this examination question paper.

SECTION A (30 MARKS)

QUESTION ONE (30 MARKS)

Tom a Briton was about to complete his assignment as managing director of the Manila branch of an American bank over a long lunch, he discussed with a non-banking friend. “Before this I was in Thailand for two years. After a break, they will transfer me again for a future two years probably to Indonesia. It’s a policy; always have a headquarters manager in the top jobs. That gives headquarters confidence. There is one thing I have learned, though we fly in, settle for a limited period and think we run the bank on paper, yes we do. In practice though, we don’t have time to learn enough. We often can’t communicate with junior staff. And it takes months to learn local language and recognize who matters in politics and the local markets. And even then, our control is often shallow. So, who does run things?”

“The top local managers. They speak good English and most of them have spent some time with us in New York. They know what we want. On the other hand, they speak the local language and knows their own community. They have their own power structures in the bank. We expatriate think we run things, but in fact, our control is often symbolic.

- a) Giving an example, explain the meaning of the term expatriate staffing. (3 marks)
- b) As identified above, evaluate the weakness the bank faces as a result of using expatriates in its subsidiaries. (8 marks)
- c) Explain the strengths that would accrue in the bank if it would use local personnel as top manager. (6 marks)
- d) Discuss the traits that would be required by an organization to effectively perform in a foreign culture. (6 marks)
- e) Explain the following terms
 - i. Culture (1 mark)
 - ii. Ethnocentric (2 marks)
 - iii. Diversity (1 mark)
- f) Explain three variables that affect negotiation at an international level. (3 marks)

SECTION B (40 MARKS) ANSWER ANY TWO QUESTIONS

QUESTION TWO (20 MARKS)

a) In relation to culture and management in an international business environment, distinguish the following concepts'

Power distance (2 marks)

Uncertainty avoidance (2 marks)

Individualism vs collectivism (4 mark)

b) Examine the challenges that are likely to be posed by a diverse workforce. (12 marks)

QUESTION THREE (20 MARKS)

a) Discuss five communication skills needed for effective inter-cultural communication.

(10 marks)

b) Explain how managers can effectively manage diversity in the workplace.

(10 marks)

QUESTION FOUR (20 MARKS)

a) Discuss the skills that a manager works in a cross cultural business environment may require for effective management. (10 marks)

b) Describe five elements of culture. (10 marks)