



MURANG'A UNIVERSITY OF TECHNOLOGY

SCHOOL OF BUSINESS AND ECONOMICS

DEPARTMENT OF HUMAN RESOURCE MANAGEMENT

UNIVERSITY ORDINARY EXAMINATION

2024/2025 ACADEMIC YEAR

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

BHR 404 – CULTURAL DIVERSITY MANAGEMENT

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 – ANSWER ALL QUESTIONS IN THIS SECTION

QUESTION ONE (30 MARKS)

Mary is a manager of a large department store. While on maternity leave, she made a request to work shorter hours on her return. Her request was not accepted by management and as a result, she has decided not to return to work.

- a. Explain the meaning of the term international employees. (2 marks)
- b. As identified above, describe the weakness of this manager. (6 marks)
- c. Explain three reasons workforce has to be internationalized. (6 marks)
- d. Describe two variables that affect a large organization. (2 marks)
- e. Explain the concept of cultural shock and show how it affects expatriate employees. (6 marks)
- f. Discuss the impact of Hofstede’s cultural dimensions on international business operations. Provide examples for each case. (6 marks)

SECTION B – ANSWER ANY TWO QUESTIONS IN THIS SECTION

QUESTION TWO (20 MARKS)

- a. Discuss five communication skills required for effective cross cultural communication. (10 marks)
- b. Explain five challenges facing organizations in global operations. (10 marks)

QUESTION THREE (20 MARKS)

- a. In relation to culture and management in an international business environment, distinguish between the following concepts;
 - i. Power distance (2 marks)
 - ii. Uncertainty avoidance (2 marks)
 - iii. Individualism vs Collectivism. (4 marks)
- b. Examine the challenges that are likely to be posed by a diverse workforce. (12 marks)

QUESTION FOUR (20 MARKS)

- a. Describe five elements of culture. (10 marks)
- b. Explain the following terms
 - i. Culture (2 marks)
 - ii. Ethnocentric (2 marks)
 - iii. Diversity (2 marks)
 - iv. Schemes (2 marks)
 - v. Bias (2 marks)