

CHUKA



UNIVERSITY

UNIVERSITY EXAMINATIONS

**EXAMINATION FOR THE AWARD OF DEGREE OF BACHELOR OF
COMMERCE**

BCOM 357: MANAGEMENT OF DIVERSITY**STREAMS: BCOM (Y3S2) (ODEL)****TIME: 2 HOURS****DAY/DATE: THURSDAY 22/07/2021****8.30 A.M. – 10.30 A.M.****INSTRUCTIONS:**

- Answer question one and any other two questions

1. CASE STUDY

Eric has been appointed chair of a task force of four members to design the primary product line for a new joint venture between companies from Japan, the United States, India and South Africa. The new joint venture company will make, sell, and service caskets (coffins) for the burial of beloved pets, mostly dogs and cats. Each of the members of the task force had a different religious background. The group set their first meeting on the first Friday of the following month at 10.00 am. When they met, conflicts arose from various issues as they failed to come to an agreement. After two hours of disagreement, Eric announced that he had resigned from the chairmanship. He could not handle the group differences.

Required

- (a) Identify the various differences that may have contributed to the disagreements experiences in the meeting. (10 marks)

- (b) The companies' CEO'S were disappointed that the task force did not deliver the expected results. They blamed the four team members for failing to make the advantage of workforce diversity. Explain the advantages of a diverse workforce. (10 marks)
- (c) Although affirmative action is a strategy aimed to increase workforce diversity, some people have had reservations about it. Explain the argument held by such opponents. (10 marks)
2. a) Explain the meaning and purpose of employee voice and clarify four methods of conducting attitude surveys. (10 marks)
- b) Explain the ways in which human resource managers in multicultural companies manage intercultural communication. (10 marks)
3. a) Differentiate between high-context and low context cultures and show which of the two widely defines Kenya's business interactions. Give practical examples. (10 marks)
- b) Differentiate between sanguine and phlegmatic personalities and suggest which among them may be appropriate for a person working as a receptionist. Give reasons for your answer. (10 marks)
4. a) Using practical examples in the Kenyan context, explain how religious stereotypes can influence the composition of an organization's workforce. (5 marks)
- b) Explain the importance of policies to organizations. (5 marks)
- c) Identify the key programs that an organization in the hospitality industry can put in place to promote employees work-life balance. (10 marks)
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