

**CHUKA**



**UNIVERSITY**

**UNIVERSITY EXAMINATIONS**

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

**BCOM 357: MANAGEMENT OF DIVERSITY IN WORKPLACE**

**STREAMS:**

**TIME: 2 HOURS**

**DAY/DATE: TUESDAY 6 /07/ 2021**

**8.30 AM – 10.30 AM**

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**INSTRUCTIONS:**

- Answer Question ONE and any other TWO Questions.
- Do not write on the question paper

**QUESTION ONE**

Read the case below and answer the questions that follow.

Motorola was founded in 1928 in the U.S, and currently employs more than 100,000 people worldwide. Today, it is harnessing the power of wireless, broadband and the Internet to deliver embedded chip system-level and end –to-end network communications solutions for the individual, work team, vehicle and home. Motorola employs 1,530 staff in its East Africa, of which has about 700 as operators. Motorola operates in a highly competitive global environment; to maintain its competitive advantage, it operates its plants 24 hours a day, seven days a week.

A variety of work-life balance arrangements are offered, many of which are long established throughout the company. They include part-time work; dependency leave; an employee Assistance program (EAP); job sharing; health care (adding some private health care benefits to the state-funded U.K.system); special shift arrangements (non-standard shifts); study leave (time off work to complete sections for formal qualifications); and emergency holidays (when annual leave needs to be taken for non-holiday time). Myra,, the human resource operations manager at the East African location, explains that they are offered as part of being a premier employer and to attract high-caliber people, then recognize and reward them. This fits with Motorola's

philosophy of balancing life and work, which has contributed to the company's high rating in America's 100 Best Corporations.

- i. Discuss five emerging issues in management of workforce diversity that Myra is dealing with on a regular basis. [15 Marks]
- ii. Identify and briefly explain any 4 roles of management in implementation of workforce diversity policies. [8 Marks]
- iii. Describe the concept of work life balance and show its importance in the workplace as emphasized by Motorola Ltd. [7 Marks]

**QUESTION TWO**

- i. Discuss any 5 challenges faced in the management of a diverse work force. [10 Marks]
- ii. Explain 5 major secondary aspects of diversity management. [10 Marks]

**QUESTION THREE**

Explain the following approaches as used in the management of workforce diversity.

- i. Resource based view [10 Marks]
- ii. Social identity theory [10 Marks]

**QUESTION FOUR**

- i. Describe the concept of psychological contract. [10 Marks]
  - ii. Identify and explain any 5 importance of work force diversity policies in organizations. [10 Marks]
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