

CHUKA**UNIVERSITY****UNIVERSITY EXAMINATIONS****EXAMINATION FOR THE AWARD OF DEGREE OF BACHELOR OF COMMERCE****BCOM 357: MANAGEMENT OF DIVERSITY****STREAMS: BCOM (ODEL)****TIME: 2 HOURS****DAY/DATE: FRIDAY 06/12/2019****8.30 A.M. – 10.30 A.M.****INSTRUCTIONS:**

- Answer question ONE and any other TWO.

QUESTION ONE

Stephen has been appointed chair of a steering task force of four members to design the primary product line for a new joint venture between companies from China, the United Kingdom, India and Zimbabwe. The new joint venture company will make, sell and service pet 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 Tuesday of the following month at 11.00 a.m. When they met, conflicts arose from various issues as they failed to come to an agreement. After two hours of disagreement, Stephen announced that he had resigned from the chairmanship. He could not handle the group differences.

Required

- Explain the causes of the conflict found in this case. (4 marks)
- The company blamed the four team members for failing to take the advantage of workforce diversity. Explain the advantages of a diverse workforce. (8 marks)
- As a human resource officer well versed with employee counselling skills, explain to the team the ways in which individuals differ. (8 marks)

QUESTION TWO

- Explain the main barriers that hinder effective management of a diverse workforce. (10 marks)

- (b) A CEO of a large multinational company commented that the generation Y (millennials) and the Baby Boomers are generations that bring conflicting views about work all the time. Explain the characteristics of each of these groups. (10 marks)

QUESTION THREE

- (a) The equity theory by Adams propose a workplace where equity in all organizational matters prevails. Explain the possible behaviours likely to be witnessed where employees perceive inequity treatment by the employer. (10 marks)
- (b) Explain the meaning of the concept 'affirmative action' and show why it has faced criticisms from various people. (10 marks)

QUESTION FOUR

- (a) Explain the meaning and purpose of employee voice and show four methods through which the voice is portrayed. (10 marks)
- (b) By use of examples, explain the differences between high context cultures and low context cultures. (10 marks)
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