

**MASTER IN BUSINESS ADMINISTRATION**

YEAR 2 SEMESTER 1

**BMG 5202**

**MANAGEMENT ACROSS CULTURES**

TIME: 3 HOURS

**INSTRUCTIONS**

ANSWER QUESTION ONE AND THREE OTHERS

1. You are the newly appointed Human Resources Manager who is by nationality a Kenyan in KUA MAKINI ENTERPRISE in Rwanda. The enterprise is a Fast Moving Consumer Goods (FMCG) firm comprising of Rwandese, Nigerians, Algerians and South Africans. You realise you are being rejected vehemently. The voices begin demanding for your predecessor.
  - i. Explicate your course of action in an endeavor to retain your job  
(10 Marks)
  - ii. Assume your course of action is ineffective; enumerate how you would employ any two respective management theories to ensure harmony in the multi-cultured firm.  
(10 Marks)
  - iii. Why do you think your predecessor was preferred over you?  
(5 Marks)
  
2.
  - i. In managing across cultures, ethnicity particularly in the Kenyan context is rife in spite of legislation to the contrary. Justify case for and against organizational interest and why managers cannot wish away this hurdle.  
(10 Marks)
  - ii. With the aid of a diagram, enunciate how structure influences managing culture.  
(15 Marks)
  
3.
  - i. What is OCTAPACE culture and how does it assist in regress of cross cultures?  
(10 Marks)
  - ii. As a general manager of a diversified firm, draft a five-year strategy intent on altering culture to align it to Vision 2030.  
(15 Marks)
  
4.
  - i. In the socio-political environment, it is not uncommon to find one country meddling into the affairs of another with mixed results. Discuss with relevant instances turnaround strategies.  
(10 Marks)
  - ii. The selection and preparation of international assignees is involving. Show how this is so and what mitigating factors arise.  
(15 Marks)
  
- 5.

- i. Critique Charles Handy's cross cultural model in line with contemporary management techniques.  
(10 Marks)
- ii. Understanding key ingredients in managing across cultures inter alia involves stature of employees. Showcase how this is so.  
(15 Marks)