



Riara School of Business
Nurturing business innovators

JANUARY – APRIL 2016 TRIMESTER
EXAMINATION FOR BACHELOR OF BUSINESS ADMINISTRATION

EVENING PROGRAMME

BIB 304: CROSS-CULTURAL MANAGEMENT

DATE: APRIL 2016

TIME: 2 HOURS

INSTRUCTIONS

- i) Answer question one and any other two**
 - ii) Marks allocated to each question are shown at the end of the question**
 - iii) Arrange your work neatly and indicate the questions answered in the Examination booklet**
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QUESTION ONE: COMPULSORY (30 MARKS)

- a) Discuss the evolution of human resource management highlighting the various approaches leading up to the present day concept. **(14 marks)**

- b) According to Dave Ulrich, HR should be defined not by what it does, but by what it delivers. Discuss the new roles of human resource management giving practical examples of how the HR function can justify its continued existence **(16 marks)**

QUESTION TWO

- a) Explain Geert Hofstede's dimensions of national culture. **(12 marks)**

- b) Explain how Kenyan managers in multinational corporations can benefit from understanding cross-cultural differences **(8 marks)**

QUESTION THREE

- a) Citing examples, differentiate between organizational culture and organizational climate
(12 marks)
- b) Discuss the types of strategic orientation that a company may adopt as it evolves in international business
(8 marks)

QUESTION FOUR

- a) Describe the dynamics of managing virtual multinational project teams highlighting common challenges for managers
(14 marks)
- b) Discuss key competencies required for effective management of multicultural teams as highlighted by Javidan
(6 marks)

*****END*****