

The
Management
University
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UNDERGRADUATE UNIVERSITY EXAMINATIONS

SCHOOL OF MANAGEMENT AND LEADERSHIP

DEGREE OF BACHELOR OF COMMERCE

MGT 321: CULTURE AND MANAGEMENT

DATE: 28TH JULY 2026

DURATION: 2 HOURS

MAXIMUM MARKS: 70

INSTRUCTIONS:

1. Write your registration number on the answer booklet.
2. **DO NOT** write on this question paper.
3. This paper contains **SIX (6)** questions.
4. Question **ONE** is compulsory.
5. Answer any other **THREE** questions.
6. Question **ONE** carries **25 MARKS** and the rest carry **15 MARKS** each.
7. **Write all your answers in the Examination answer booklet provided.**

QUESTION ONE

Read the Case Study below carefully and answer the questions that follow:

CASE STUDY

DTF Tech Limited, a multinational company, recently opened a branch in Nairobi, Kenya. The company is headquartered in Germany, where organizational culture emphasizes punctuality, strict adherence to rules, and a highly formal communication style. When operations began in Nairobi, management noticed cultural clashes. While employees in Germany valued individual performance and direct communication, the Kenyan team placed more importance on teamwork, relationship building, and flexible time management. German managers felt deadlines were not taken seriously, while Kenyan employees felt their supervisors were too rigid and insensitive to local customs.

To address this, DTF Tech initiated a change management program using Kotter's 8-Step Process. The company first created awareness of the cultural gaps through staff forums and feedback sessions. Managers built a guiding coalition by involving both German and Kenyan leaders in the change process. A shared vision of "One DTF Tech, Many Cultures" was developed to align employees toward a common goal.

Implementation involved cross-cultural training workshops, mentoring programs, and team-building activities. Policies were revised to blend global standards with local practices—for instance, introducing flexible working arrangements while still meeting deadlines. Resistance to change emerged, particularly among expatriate managers who feared losing control. This was managed through continuous communication, celebrating small wins, and showing how adaptation improved results.

Over time, collaboration improved, employees reported higher job satisfaction, and performance indicators rose. The case highlights how **managing culture and change together** can transform organizational effectiveness in a multicultural environment.

Required:

- a) Discuss two cultural differences between DTF Tech's headquarters in Germany and its Nairobi branch.

(4 MARKS)

- b) In reference to the case study, analyze how cultural differences can affect management practices in multinational organizations. **(8 MARKS)**

- c) Discuss two change management strategies used by DTF Tech to manage cultural integration. **(4 MARKS)**

- d) Critic Why resistance to change is common in organizations, and how was it addressed in this case? **(9 MARKS)**

QUESTION TWO

- a) Conducting a culture audit is critical in culture management of an organization. Using an organization of your choice, illustrate how you will conduct culture audit **(10 MARKS)**

- b) Discuss five challenges likely to be faced when developing a new culture for an organization or a business. **(5 MARKS)**

QUESTION THREE

Describe a situation where you as a new employee encountered a clash between your personal values and the prevailing culture in the organization you have reported to. How did you navigate this conflict, and what strategies did you employ to either align your values with the existing culture or influence positive change within the organization? **(15 Marks)**

QUESTION FOUR

- a) Using an organization of your choice, discuss how strong positive organizational culture and management has driven its increased performance

(10 Marks)

- b) Discuss the relevance of Lewins's model of organizational culture **in** shaping employee behavior and organizational outcomes.

(5 Marks)

QUESTION FIVE

- a) Explain how cross-cultural communication challenges affect teamwork in multinational organizations. Suggest strategies for overcoming these barriers.

(8 MARKS)

- b) Using examples, analyze how cultural differences influence leadership styles in organizations operating in Kenya or one other country of your choice.

(7 Marks)

QUESTION SIX

- a) Discuss the role of cultural intelligence (CQ) in managing a diverse workforce. How can managers enhance their CQ to achieve organizational success?

(10 MARKS)

- b)** Evaluate the influence of globalization on organizational culture, highlighting both opportunities and challenges for managers.

(5 MARKS)