

LAIKIPIA



UNIVERSITY

UNIVERSITY EXAMINATIONS

2ND SEMESTER 2023/2024 ACADEMIC YEAR

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

HRMG 322: MANAGEMENT OF DIVERSITY

STREAM: R

TIME: 2 HRS

DAY: TUESDAY (11.30-1.30PM)

DATE: 16/4/24

THIS QUESTION PAPER CONSISTS OF THREE (3 PAGES)

PLEASE DO NOT OPEN UNTIL THE INVIGILATOR SAYS SO.



INSTRUCTIONS: Answer question ONE and any other TWO questions

QUESTION ONE (30 MARKS)

- a) Companies like the ABX Company Ltd see diversity as something that is complex and holistic, a concept that's constantly evolving. A diverse team brings together different skills, personalities and perspectives, resulting in fresh ideas and smarter problem-solving. A diverse team looks like the real world and is more aligned with an increasingly diverse and global customer base. In the context of the firm provided above explain the process (steps) to follow in managing workplace diversity (12Marks)
- b) In the modern Kenyan context, employee diversity is a major issue of concern that has easily become a difficult situation for firms, leading to demoralization of employees thus affecting employee performance in many organizations in Kenya. The workforce diversity in terms of ethnicity and education aspects can lead to demoralization of employees thus affecting employee performance. In this regard, explain workplace diversity in Kenya with specific reference to its dimensions. (10 marks)
- c) Discuss the dimensions of workplace diversity (8 Marks)

QUESTION TWO (20 MARKS)

- a) A certain research study organizational values influences the practices of the organizations Four organizations were studied with direct focus on their value systems The study provides examples that illustrate the importance of value systems in a work community.
Explain then the Value Systems that a business would find desirable (8 Marks)
- b) When the words "affirmative action" are uttered, many preconceived ideas may come to mind. Some people may think of quotas, others may think of reverse discrimination. Getting past preconceived ideas is one of the biggest challenges in learning about affirmative action.
Explain then the demerits of the concept of Affirmative Action (12 Marks)



QUESTION THREE (20 MARKS)

- a) Firms should successfully build a diverse workforce, but some realize that the transformation they are aiming for is only partly accomplished; and that their workplace culture must change, too, to accommodate the varied people in it. Its important to build a culture of inclusion that will ensure that all of employees feel welcomed and relish coming to work every day

Read the subsection above carefully and discuss how to foster an inclusive workplace culture. (10 Marks)

- b) Distinguish clearly the difference between equal opportunity and diversity management (10 Marks)

QUESTION FOUR (20 MARKS)

- a) With distinctly different methods, a global manufacturing company recognized the need for professional expertise to standardize and centralize its recruiting processes. This industry leader partnered with a private firm to implement a recruitment process outsourcing (RPO) model that continues to deliver innovative recruitment strategies and outstanding talent acquisition results.

Use this brief case study (above) to explain how a firm can incorporate the concept of employee diversity into its Staff Acquisition processes (10 Marks)

- b) Explain how the concept of Staff Diversity can be applied in staff retention (10 Marks)

