

MAKERERE UNIVERSITY
MAKERERE UNIVERSITY BUSINESS SCHOOL
BACHELOR OF LEISURE, EVENTS AND HOTEL MANAGEMENT 3
SEMESTER 1, 2025/26

Cross Cultural Management in Leisure and Recreation – LHM3105

COURSEWORK 1

Take-home

Instructions

- The questions should be answered within a maximum of 3 typed pages
- Submission deadline: 12PM Saturday, 20th September 2025

Scenario

You have been appointed manager of a hotel in Kampala, serving local and international guests. Your team includes Ugandan staff, interns from greater East Africa, and temporary staff from Europe and Asia. Recent feedback indicates that:

- Guests perceive some staff as culturally insensitive
- Staff report communication difficulties and occasional conflicts
- Remote reservations staff occasionally misinterpret requests from international clients

Required

1. Identify three key cultural challenges in this scenario
 - Use cultural theories, the cultural iceberg model, and dimensions of Hofstede, Trompenaars, and Hall.
 - Explain why each challenge is significant in the hospitality context.
2. For each challenge, propose practical strategies
 - Use Cultural Intelligence (CQ), intercultural communication principles, and multicultural team management frameworks.
 - Focus on realistic, context-specific solutions that could work in Sub-Saharan African hospitality settings.
3. Using the PEEL approach, explain how each strategy would improve guest satisfaction
 - Point: State the intended outcome (e.g., improved service, reduced conflict).
 - Example: Give a hospitality-specific illustration.
 - Explanation: Explain why the strategy is effective.
 - Link: Connect the strategy to the challenge and guest experience.
4. Based on your own cultural assumptions and biases, use the PEEL approach to explain how your CQ capabilities (Drive, Knowledge, Strategy, Action) would help you manage this team effectively?