

PART 1 – MULTIPLE CHOICE (40 Marks – each question carries 2 marks)

Select the most appropriate response to each of the following questions and record your response in the examination booklet provided.

1. Using Kluckhohn and Stroetbeck's Five Basic Dimensions of the cultural orientation of societies, which of the following best describes Canadian and American culture?
 - a. People are a mixture of good and bad; people can dominate over nature; collectivism takes precedence over individualism; a past-conscious focus; a "doing" culture
 - b. People are inherently good or bad; people can dominate over nature; individualism takes precedence over societal rights and the common good; a present-conscious focus; a "doing" culture
 - c. People are a mixture of good and bad and can change from one to the other; a "can do" culture dominating over nature; individualism takes precedence over collectivism; a future-conscious focus; a "doing" culture
 - d. People are a mixture of good and bad but generally tend toward either good or bad; people can dominate over nature; individualism takes precedence over collectivism; a present-conscious focus; a "doing" culture
 - e. People are inherently good or bad and are dependent on nature; individual freedom and goals exemplify how people relate to each other; a future-conscious focus; a "being" culture

2. Which of the following countries is best described as having a national culture that is characterized by low power distance, low uncertainty avoidance, high individualism and high masculinity?
 - a. Sweden
 - b. Singapore
 - c. Hong Kong
 - d. Australia
 - e. Philippine

3. A society in which people want power to be equally shared can best be described as one displaying:
 - a. Large power distance
 - b. Weak uncertainty avoidance
 - c. Small power distance
 - d. Strong individualism
 - e. Confucian dynamism

4. A moral philosophy that evaluates the morality of an action on the basis of egoism is referred to as:
- a. Deontology
 - b. Teleology
 - c. Justice
 - d. Cultural Relativism
 - e. Sequentialism
5. Which of the following definitions of a bribe is **INCORRECT**:
- a. Payment made to induce an official in a position of power to give favourable treatment where such treatment is either illegal or not warranted on an efficiency, economic benefit scale
 - b. Payment to facilitate, expedite or speed up routine government approvals or other actions to which the firm would be entitled
 - c. Payment sought by an official from an individual or corporation for an action to which the individual or corporation may lawfully be entitled
 - d. Lubrication bribes usually feature amounts that are less than whitemail bribes
 - e. Payment in any form for the purpose of influencing action by a government official in order to obtain or retain business
6. According to the 2003 Corruption Perceptions Index by Transparency International, which country from those given below is perceived by businesspeople, academics and risk analysts to practice the least level of corruption among public officials and politicians?
- a. USA
 - b. United Kingdom
 - c. Canada
 - d. Japan
 - e. Singapore
7. According to Paul Seitz, in terms of ethical concerns for employees, the environment and consumers, which country demonstrates a higher relative priority for employees?
- a. Japan
 - b. United Kingdom
 - c. Canada
 - d. USA
 - e. European Community

8. According to Moon and Wooliams, a culture described as being *communitarian*, *diffuse*, *ascribing*, *synchronic* and *internally controlled* would be a culture that could be described, in other words, as one that:
- a. Believes taking care of society take precedence over the individual; that the intermixture of private and public is a source of comfort; that you are who you are by virtue of your place and position; that experience occurs discreetly in chunks; and that nature can be controlled
 - b. Believes taking care of society take precedence over the individual; that what is private is very different and separate from what is public; that you are who you are by virtue of your place and position; that experience occurs discreetly in chunks; and that nature can be controlled
 - c. Believes taking care of society take precedence over the individual; that the intermixture of private and public is a source of comfort; that you are who you are by virtue of your place and position; that experience is a sum of the past, present, and future; and that nature can be controlled
 - d. Believes that freedom of the individual comes first and serves society; that the intermixture of private and public is a source of comfort; that you are who you are what you do and what you have done; that experience occurs discreetly in chunks; and that nature can be controlled
 - e. Believes taking care of society take precedence over the individual; that the intermixture of private and public is a source of comfort; that you are who you are by virtue of your place and position; that experience occurs discreetly in chunks; and that nature cannot be controlled
9. Which of the following statements concerning non-verbal communications is **FALSE**:
- a. Nonverbal communication is often the foundation for first impressions
 - b. In a normal two-way conversation, non-verbal components carry less than 35 percent of the social meaning of the situation
 - c. We believe nonverbal messages over verbal messages when the two contradict each other
 - d. Nonverbal communication embraces the intentionality and unintentionality of messages during the encoding and decoding stages
 - e. As with verbal communication, nonverbal communication is based on culturally agreed upon set of symbols
10. According to Culture Shock Theory, an acceptance and a recognition of the value of the differences between home and host countries occurs at which stage of the acculturation and adaptation process:
- a. Initial culture shock
 - b. Initial contact
 - c. Superficial adjustment
 - d. autonomy/independence
 - e. reintegration/compensation

11. According to Hofstede, which of the following statements most correctly differentiates Japan from the USA
- A
- a. Compared to the USA, Japanese culture demonstrates higher power distance, higher uncertainty avoidance, and lower individualism than USA culture
 - b. Compared to the USA, Japanese culture demonstrates lower power distance, higher uncertainty avoidance, and lower individualism than USA culture
 - c. Compared to the USA, Japanese culture demonstrates higher power distance, lower uncertainty avoidance, and lower individualism than USA culture
 - d. Compared to the USA, Japanese culture demonstrates higher power distance, higher uncertainty avoidance, and higher individualism than USA culture
 - e. Compared to the USA, Japanese culture demonstrates lower power distance, lower uncertainty avoidance, and lower individualism than USA culture
12. According to Hofstede, which cultural dimensions would be most similar between Japanese culture and Singaporean culture:
- C
- a. Power distance and collectivism
 - b. Uncertainty avoidance and power distance
 - c. Collectivism and masculinity
 - d. Masculinity and power distance
 - e. Collectivism and uncertainty avoidance
13. Organization culture is "learned" through a socialization process that consists of "rites of passage". A rite that is intended to rejuvenate and maintain the employee's identity with the organization, exemplified by retreats, training, trips and other similar activities, is an example of:
- C
- a. Induction rite
 - b. Enhancement rite
 - c. Renewal rite
 - d. Integration rite
 - e. Organizational rite
14. Which of the following statements concerning the interaction of national culture with organizational culture is **FALSE**:
- B
- a. National culture influences organization culture
 - b. Organizational culture is likely to modify national cultural values
 - c. When national and organizational cultures are in conflict, the national culture is likely to override organizational culture
 - d. National cultural values always overrule contrasting organizational values
 - e. National cultures and organizational cultures frequently differ

15. Which of the following characteristics of an organizational culture described as "Guided Missile" would be **INCORRECT**?
- E
- Do whatever it takes to get the job done
 - Get the job done through teams or project groups
 - Equality among members
 - Individual professional expertise is most important
 - Task-oriented and hierarchical
16. According to Trompenaars, a management approach in which high recognition and reward are given for high performers would be expected in:
- An achievement culture
 - An ascription culture
 - An outer-directed culture
 - An affective culture
 - A specific culture
17. According to Lessem and Neubauer, a management style that is characterized by an emphasis on integration, time perceived as sequential, a belief in universalism and rules, communitarianism, and achieving status through expertise and performance, would describe:
- 9
- Pragmatic management
 - Rational management
 - Humanistic management
 - Idealistic management
 - None of the above
18. Based on the findings of the European Management Study as discussed in Tony Morden's article, Models of National Culture: A Management Review, which of the following characteristics is **NOT** shared by European managers:
- D
- The ability to manage international diversity
 - An orientation toward people
 - A negotiative behaviour
 - An opportunistic behaviour
 - Scepticism on the value of formal management systems and written rules
19. Which of the following is **NOT** a historical-social influence on the development of management practice in South East Asia?
- Taoism
 - Confucianism
 - Moral Influence
 - Face
 - All of the above are historic-social influences on the development of management practice in South East Asia

20. According to Trompenaars all cultures have universally shared problems. Which one of the following is NOT one of the problems identified by Trompenaars?
- a. Relations with other people
 - b. Relationships with time
 - c. Relationships with nature
 - d. Universalism vs. particularism
 - e. All of the above are universally shared problems identified by Trompenaars

PART II – SHORT ANSWER (20 Marks – each question carries 10 Marks)

Answer **any TWO** of the following questions in the examination booklet provided. You may use point form, but full sentences are required.

1. Compare and contrast any two Single Dimension Models of national culture. In your response provide one example of a country or people that corresponds to each culture identified. (10 Marks)
2. One theory of globalization is *cultural homogenization* that argues increased communication capacity and technical convergence is causing the transformation of other regions, cultures and nations by the culture of the economically dominant west. Discuss the four contributing factors to cultural homogenization asserted by this theory and indicate what differentiates *homogenization* from *polarization* (10 Marks).
3. Several theories of intercultural communication have been advanced over the years. Compare and contrast *Uncertainty Reduction Theory* with *Convergence Theory*. (10 Marks)
4. Communication does not necessarily result in understanding. Cross cultural communication continually involves misunderstandings caused by misperception, misinterpretation, and misevaluation. Describe ANY TWO of these three terms.

PART III – SCENARIO (40 Marks)

For the following scenario answer the questions below in the examination booklet provided. You may use point form, but full sentences are required.

James W. Parsons was the manager of plant operations for the Abico Tool and Dye Corporation (Canada), and based in Toronto, Canada. This wholly-owned subsidiary of Abico Tool and Dye Corporation of New York manufactured a range of hand-held woodworking tools that were exported internationally. While the bulk of manufacturing operations were automated, about 40% of the manufacturing process was completed by hand.

Parsons was an engineer, educated at a major Canadian University and had completed graduate work in management at a major American university. He had worked for Abico in Canada since graduation, 20 years ago, and was anxious to get out of Toronto for a while.

Recently James was approached by Richard Noreau, President of Abico Canada, regarding an international opportunity. Abico of New York was interested in establishing a tool manufacturing facility in Malaysia and needed a seasoned manager to go to Malaysia and 'set things up'. Noreau suggested Parsons as a potential candidate and New York agreed.

Parsons was extremely pleased and jumped at the opportunity. He couldn't wait to bring the benefit of his engineering knowledge and his North American management savvy and style to Malaysia. In his view, "this is a great opportunity for management knowledge transfer to Malaysia...The workers and managers we hire will be so much ahead of other local workers. I intend to involve the locals from the ground up, and hope to create a strong organizational culture that reflects the best of both worlds. I expect that we will be up and running in no time with amazing performance results and record profits, given the comparatively cheap labour rates."

Noreau, who had experience as an expatriate manager in Hong Kong and Indonesia, wished Parsons all the best, but suggested he might need a bit longer to implement the subsidiary plan. In his words, "...James, you must take this slow and be patient. This is an entirely different culture from what you are accustomed to. And you will also need some time to adjust to 'culture shock'!"

1. With reference to Rodrigues' article *Cultural Classifications of Societies and How they Affect Cross-Cultural Management*, describe the expected differences between the Malaysian and Canadian cultures by referring to any five of Rodrigues' twelve cultural classification parameters, and discuss how Malaysian culture might affect Parson's customary management approach. (15 Marks)

2 Explain to Parsons the Theory of Culture Shock and what he might be expected to feel as he moves through each stage of acculturation and adaptation in Malaysia (13 Marks).

3. Describe four key characteristics of a strong organizational culture and advise Parsons on how he may consider developing these characteristics in Malaysia. (12 Marks)

- share values, beliefs, etc.
- attention to ppl
- trust
- sense of acc & belief