



**BERJAYA BUSINESS SCHOOL**

**FINAL EXAMINATION**

Student ID (in Figures) : 

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Student ID (in Words) : \_\_\_\_\_  
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Subject Code & Name : **DBM2403 Introduction to Cross Culture Management**  
 Semester & Year : January - April 2017  
 Lecturer/Examiner : Ms Elizabeth Tan Ai Gaik  
 Duration : 2 Hours

**INSTRUCTIONS TO CANDIDATES**

1. This question paper consists of 2 parts:  
     **PART A (25 marks) : TWENTY FIVE (25) multiple choice questions. Answer ALL questions. Answers are to be written in the Answer Booklet provided.**  
     **PART B (75 marks) : FIVE (5) short answer questions. Answer ALL questions. Answers are to be written in the Answer Booklet provided.**
2. Candidates are not allowed to bring any unauthorized materials except writing equipment into the Examination Hall. Electronic dictionaries are strictly prohibited.
3. This question paper must be submitted along with all used and/or unused rough papers and/or graph paper (if any). Candidates are NOT allowed to take any examination materials out of the examination hall.
4. Only ballpoint pens are allowed to be used in answering the questions, with the exception of multiple choice questions, where 2B pencils are to be used.

**WARNING:** The University Examination Board (UEB) of BERJAYA University College of Hospitality regards cheating as a most serious offence and will not hesitate to mete out the appropriate punitive actions according to the severity of the offence committed, and in accordance with the clauses stipulated in the Students' Handbook, up to and including expulsion from BERJAYA University College of Hospitality.

**Total Number of pages = 8 (Including the cover page)**

**PART B : SHORT ANSWER QUESTIONS (75 MARKS)**

**INSTRUCTION(S) : FIVE (5) short answer questions. Answer ALL questions. Answers are to be written in the Answer Booklet provided.**

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1. Each culture can be seen as having three layers. The first outer layer is the 'behavioural' or 'explicit' level. Identify and describe the other **TWO (2)** levels. Provide an example for each level.

(10 marks)

2. The following are the effects of culture on management. Select **THREE (3)**, explain each and provide examples of the different impacts on management.

- a) Convergence
- b) Self-reference criterion
- c) Parochialism
- d) Ethnocentrism

(15 marks)

3. Discuss **FOUR (4)** factors that indicate a cultural change is needed in an organisation. Suggest ways to address the change.

(20 marks)

4. The process of human resource motivation assumes that all people are motivated to pursue goals they value, it follows then that culture influences the individual's pursuit of goals and that motivation differs across cultures.

Explain the following Hofstede's Value Dimensions and discuss how they can be applied to motivate employees in an international organisation.

- a) Power distance
- b) Uncertainty avoidance
- c) Individualism
- d) Masculinity

(20 marks)

5. Developing cultural sensitivities are important if employees in multinational companies are to succeed in different geographic locations. Discuss **TWO (2)** ways for employees to enhance understanding and cooperation through improved cultural sensitivity.

(10 marks)

**END OF EXAM PAPER**