



Private & Confidential

BERJAYA BUSINESS SCHOOL

FINAL EXAMINATION

Student ID (in Figures) :

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Student ID (in Words) : _____

Subject Code & Name : **DBM2403 Introduction to Cross Culture Management**
Semester & Year : September - December 2016
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 A : MULTIPLE CHOICE QUESTIONS (25 MARKS)

INSTRUCTION(S) : TWENTY FIVE (25) multiple choice questions. Answer ALL questions in the multiple choice answer sheet provided.

1. The following can be used to define Culture, **EXCEPT**:
 - a. A code of attitudes, norms and values, a way of thinking that is learnt within a social environment
 - b. Reflected in individual behavior, a way of thinking shared by individuals in a society
 - c. A set of shared values, understandings, assumptions, and goals that are learned from earlier generations
 - d. An awareness of and an honest caring about another individual's culture

2. Which of the following describes 'a state of mind, where one expects another person from another culture to automatically fall into patterns of behavior common in his/her own culture'?
 - a. Ethnocentrism
 - b. Parochialism
 - c. Convergence
 - d. Self-Reference Criterion

3. The Culture Cluster of Southern Asia comprise of which of the following countries?
 - a. Australia, South Africa, New Zealand
 - b. Hong Kong, China, Singapore, South Korea
 - c. India, Indonesia, Malaysia, Philippines
 - d. Iran, Egypt, Qatar, Kuwait

4. Which of the following is part of the GLOBE Research Project Dimensions?
 - a. Power distance
 - b. Uncertainty avoidance
 - c. Individualism
 - d. Future orientation

5. Which of the following explains 'Collectivism' in Hofstede's Value Dimensions?
- a. The level of acceptance by a society of the unequal distribution of power in institutions
 - b. The extent to which people in a society feel threatened by ambiguous situations
 - c. The tendency of people to look after themselves and their immediate families only and to neglect the needs of society
 - d. The desire for tight social frameworks, emotional dependence on belonging to "the organization," and a strong belief in group decisions
6. In Hofstede's Value Dimensions which of the following is described as: 'Formal authority and hierarchy, and tends to be autocratic and centralized'?
- a. Power distance
 - b. Uncertainty avoidance
 - c. Future orientation
 - d. Individualism
7. Which of the following is the influence of proximity and space on communication in personal space and office space or layout?
- a. Paralanguage
 - b. Proxemics
 - c. Communication channel
 - d. Kinesic
8. When people prefer to stand close and to experience a "close" sensory involvement, they tend to be in which of the following cultures?
- a. High contact
 - b. Low contact
 - c. High context
 - d. Low context
9. The culture that is concerned with people's feelings and thoughts are described as:
- a. high contact.
 - b. low contact .
 - c. high context.
 - d. low context.

10. The way we communicate through material artifacts is known as:
- a. object language.
 - b. Paralanguage.
 - c. monochronic culture.
 - d. polychronic culture.
11. Which of the following is **NOT** part of policies to help multinationals to confront concerns about ethical behavior and social responsibility?
- a. Develop worldwide code of ethics.
 - b. Build ethical policies into strategy development.
 - c. Plan regular assessment of the company's ethical posture
 - d. Regulate the use of technological devices / programs as they intersect with people's private lives
12. Managerial staffing abroad falls into one or more of four staffing approaches. Which of the following is **NOT** a staffing approach?
- a. Ethnocentric
 - b. Sociocentric
 - c. Polycentric
 - d. Regiocentric
13. Which of the following staffing approaches is used to when Parent-Country Nationals (PCNs) are recruited?
- a. Ethnocentric
 - b. Sociocentric
 - c. Polycentric
 - d. Regiocentric
14. The following are strategies to improve cross culture communications, **EXCEPT**:
- a. avoid slang, idioms, regional sayings.
 - b. use stereotypes and filters.
 - c. communicate face-to-face whenever possible.
 - d. get feedback from multiple parties.

15. Which of the following explains the major cause(s) of Expatriate failure?
- a. Selection based on headquarters criteria
 - b. Poor preparation, training, orientation
 - c. Inability of spouse and family to adjust to local culture
 - d. All of the above
16. Which of the following statement(s) describe(s) cultural shock?
- a. Having a reduced number of familiar and recognized items
 - b. A state of disorientation and anxiety about not knowing how to behave in an unfamiliar culture
 - c. The shock comes from feeling like an 'immigrant' in one's own country and being unprepared for such differences
 - d. All of the above
17. Non-verbal communication is often used to communicate ideas and thoughts, cultural differences may result in miscommunication, which of the following is **NOT** considered as non-verbal communication?
- a. Body language
 - b. Face-to-face
 - c. Gestures
 - d. Social media
18. Breakdowns in communication commonly occur in cultural misunderstanding between the speaker and receiver Which of the following is/are barrier(s) to communication?
- a. Not understanding cultural assumptions
 - b. Using stereotypes to nationalities
 - c. Imposing a common national identity to all
 - d. All of the above
19. The cross-cultural process of negotiation involve three facets of negotiation. Which of the following is **NOT** a part of the facets of negotiation?
- a. Behavioral predisposition of the parties
 - b. Underlying concept of negotiation
 - c. Interpersonal orientation
 - d. Negotiation process

20. In any communicative situation between parties, the aim is to make sense of the interaction. Which of the following does **NOT** form part of the negotiation process?
- a. Recognise each other's ideas and the types of behaviour that is part of the negotiation process
 - b. Interpret the behavior and detect common and differing standpoints
 - c. Ensure that communication is maintained
 - d. Detailed attention to contact personnel
21. 'Guanxi' in Chinese culture means:
- a. building a network of relationships.
 - b. respect for seniority.
 - c. ethical behaviour.
 - d. initiative.
22. The following statements are often used to describe Japanese culture, **EXCEPT**:
- a. consensus building
 - b. collaborative behavior
 - c. self-serving independence
 - d. loyalty and commitment to the organisation
23. The concept of 'Karma' originate from:
- a. Thailand.
 - b. India.
 - c. China.
 - d. Malaysia.
24. The 'tough-guy macho' culture is often seen in which of the following type of organization(s)?
- a. Hotels
 - b. Police force
 - c. Cinemas and theme parks
 - d. All of the above

25. The 'process culture' are usually made up of the following companies, **EXCEPT**:
- a. insurance companies.
 - b. banks and finance companies.
 - c. pharmaceutical companies.
 - d. cosmetics companies.

END OF PART A

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.

1. Culture operates at **THREE (3)** levels. Identify and describe the three levels. Provide an example for each level.
(12 marks)
2. Explain and provide examples **THREE (3)** of the following ways in which an individual may respond to different cultures.
 - a) Ethnocentrism
 - b) Convergence
 - c) Self-reference criterion
 - d) Parochialism(15 marks)
3. Recommend **FOUR (4)** ways in which a quality culture can be developed in a hotel. Give examples in your discussion.
(20 marks)
4. Internationalization is the process by which a company gradually changes in response to global influences. The following are organizational structures with international activities.
 - a) Illustrate the structures with a fully-labeled diagram each. (9 marks)
 - b) Describe the features of the structures (9 marks)
 - i. Domestic structure plus foreign subsidiary
 - ii. Global product (division) structure
 - iii. Global geographic structure(Total 18 marks)
5. If employees in different geographic locations are able to communicate in the same language, it will assist in the management and integration process. Discuss **TWO (2)** factors that facilitate the Integration of Expatriates with Local Staff
(10 marks)

END OF EXAM PAPER