



**FINAL EXAMINATION**  
**MARCH 2023**

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**COURSE TITLE**            **CROSS CULTURAL MANAGEMENT**

**COURSE CODE**           **RMGT4113**

**DATE/DAY**                **20 JUNE 2023 / TUESDAY**

**TIME/DURATION**        **05:00 PM - 07:00 PM / 02 Hour(s) 00 Minute(s)**

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**INSTRUCTIONS TO CANDIDATES :**

1. Please read the instruction under each section carefully.
2. Candidates are reminded not to bring into examination hall/room any form of written materials or electronic gadget except for stationery that is permitted by the Invigilator.
3. Students who are caught breaching the Examination Rules and Regulation will be charged with an academic dishonesty and if found guilty of the offence, the maximum penalty is expulsion from the University.

(This Question Paper consists of 3 Printed Pages including front page)

**There are THREE (3) questions in this section. Answer ALL questions in the answer booklet provided. [100 MARKS]**

**QUESTION 1**

**(30 Marks)**

The fifth dimension is based on the results of the Chinese Value Survey developed by Michael Bond and associates (Chinese Culture Connection, 1987). They originally labelled it as Confucian work dynamism since it reflected values upheld by Confucius and his followers.

These values permeate those of a number of countries in Asia, Hofstede added the fifth dimension but gave it the label of short-term versus long-term orientation. According to Hofstede, non-Confucian countries such as Brazil and India have quite a high score on this dimension. Those values deemed short-term in nature are oriented towards the past and present and are more static; those deemed to be long-term are oriented towards the future and are more dynamic.

Elaborate the difference between short-term orientation and long-term orientation in Hofstede's fifth dimension.

**QUESTION 2**

**(40 Marks)**

Paul had recently begun working as the purchasing manager of a French owned company in the Netherlands. He was in a bad mood because of a delay resulting from a bottleneck. His mood worsened when he read a memo on his desk. The memo informed him that an order to be supplied by the parent company had not yet been delivered, although it should have arrived two weeks previously. Delivery delays had almost become a routine problem in his dealings with the parent company. He sent a very business-like reply stating briefly, in English, that he had not yet received the goods on order and that they must be delivered as soon as possible, otherwise he would have to turn to an outside supplier. The reply came by e-mail, three pages of it, written in French by Jacques, the production manager. His tone was friendly;

We have done everything possible, but you see-what with the renovation of the production area and the holiday period, as well as the specifications of your order-there has been a delay. But don't worry; it's only a question of time now-a little patience and all will be fine.

Paul was flabbergasted by what he considered to be French arrogance. His reaction was as follows:

Firstly, I don't understand French, and secondly, the delivery date had been clearly indicated in the order, namely in two weeks' time. The two weeks have elapsed and now it's a simple matter of whether the goods are here or not. That's the only thing that counts here.

Based on the above case study, evaluate the difference cultural assumptions between the Dutch and the French.

**QUESTION 3**

**(30 Marks)**

This fourth dimension, the uncertainty avoidance, measures the extent to which people in a certain culture avoid uncertainty. Uncertainty-avoiding cultures perceive life as a battle against anxiety and stress. They may be willing to accept familiar risks but not the danger of the unknown. To that end they tend to resist innovation or anything that deviates from the known.

Evaluate the **TWO (2)** extremes for Hofstede's 'Low uncertainty avoidance' and 'High uncertainty avoidance' dimension.

**\*\*\* END OF QUESTION PAPER \*\*\***

  
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