



FINAL EXAMINATION
MARCH 2024

COURSE TITLE	CROSS-CULTURAL MANAGEMENT
COURSE CODE	BMGT4113B
DATE/DAY	20 JUNE 2024 / THURSDAY
TIME/DURATION	09:00 AM - 11:00 AM / 02 Hour(s) 00 Minute(s)

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 5 Printed Pages including front page)

*****DO NOT OPEN THE QUESTION PAPER UNTIL YOU ARE TOLD TO DO SO*****

This question paper contains TWO (2) sections. Answer ALL questions. [60 MARKS]

SECTION A

(20 Marks)

There are TWENTY (20) questions in this section. Answer ALL questions in the OMR form.

1. Which of the following **BEST** describes a key characteristic of transformational leadership?
 - A. Maintaining the status quo and adhering strictly to existing procedures
 - B. Focusing solely on achieving short-term goals without considering long-term vision
 - C. Inspiring and motivating followers to exceed expectations and reach higher levels of performance
 - D. Exercising authority through strict directives and micromanagement of tasks

2. The characteristic of transactional leadership is:
 - A. encouraging innovation and creativity among team members
 - B. emphasising long-term vision and shared organisational values
 - C. rewarding performance based on achieving predetermined goals and targets
 - D. empowering employees to make their own decisions without supervision

3. Which of the following is **NOT** a characteristic of effective multicultural leadership?
 - A. Cultural Competence
 - B. Empathy
 - C. Ethnocentrism
 - D. Communication Skills

4. _____ is a **KEY** principle of multicultural leadership.
 - A. Promoting uniformity and conformity
 - B. Ignoring cultural differences
 - C. Valuing diversity and inclusivity
 - D. Maintaining a hierarchical structure

5. Which of the following factors is **NOT** typically considered a key determinant of motivation across cultures?
 - A. Individualism vs. collectivism
 - B. Power distance
 - C. Uncertainty avoidance
 - D. Masculinity vs. femininity

6. When considering Maslow's Hierarchy of Needs in the context of an international assignment, _____ is often emphasised to ensure successful adaptation and performance in a new cultural environment.
- A. physiological needs
 - B. safety needs
 - C. belongingness and love needs
 - D. esteem needs
7. In Equity Theory, which of the following **BEST** describes what happens if an individual perceives an inequity between their own outcomes and inputs compared to those of others?
- A. The individual will increase their inputs to match the outcomes of others
 - B. The individual will decrease their outcomes to match their inputs
 - C. The individual will attempt to change their perception of the situation
 - D. The individual will seek to change the inputs or outcomes to restore equity
8. According to expectancy theory, which of the following is **NOT** a component influencing an individual's motivation?
- A. Expectancy
 - B. Instrumentality
 - C. Valence
 - D. Stability
9. In Herzberg's Two-Factor Theory, _____ would likely be classified as a hygiene factor in an international work environment.
- A. opportunities for career advancement
 - B. recognition for good performance
 - C. salary and benefits
 - D. challenging work tasks
10. According to McClelland's Theory of Needs, which need is particularly relevant for individuals motivated to seek out challenging international assignments and opportunities?
- A. Need for achievement
 - B. Need for affiliation
 - C. Need for power
 - D. Need for security
11. When setting goals for an international assignment, _____ is important due to the diverse cultural backgrounds and business environments.
- A. specificity of goals
 - B. flexibility in goal adjustment
 - C. hierarchical structure of goals
 - D. length of the goal-setting period

12. A cross-functional team is:
- A. a team composed of individuals with similar skills and expertise
 - B. a team where members come from different departments or disciplines
 - C. a team solely focused on one specific task
 - D. a team with members from different age groups
13. A task-oriented leader is likely to:
- A. delegate tasks without providing clear instructions
 - B. monitor progress closely to ensure deadlines are met
 - C. spend most of their time socialising with team members
 - D. avoid discussing work-related issues
14. The Competing Values Framework (CVF) measures:
- A. employee satisfaction levels
 - B. organisational culture
 - C. financial performance metrics
 - D. market share
15. The "clan" culture within the Competing Values Framework is characterised by:
- A. a focus on external positioning and competitiveness
 - B. flexibility, risk-taking, and innovation
 - C. emphasis on employee well-being, teamwork, and cohesion
 - D. strict adherence to rules, procedures, and regulations
16. In the Competing Values Framework, _____ culture type prioritises external positioning, competitiveness, and market success.
- A. clan culture
 - B. hierarchy culture
 - C. adhocracy culture
 - D. market culture
17. Which of the following is **NOT** one of the dimensions in the Competing Values Framework?
- A. Flexibility versus stability
 - B. Internal versus external focus
 - C. Control versus adaptability
 - D. Hierarchy versus adhocracy

18. The adhocracy culture within the Competing Values Framework is associated with:
- A. a focus on market positioning and competition
 - B. innovation, creativity, and risk-taking
 - C. formalised structures and procedures
 - D. emphasis on internal cohesion and teamwork
19. What is often considered the primary mechanism for changing organisational culture?
- A. Top-down leadership directives
 - B. Employee turnover
 - C. Implementing new technology
 - D. Organisational rituals and symbols
20. _____ is a common secondary mechanism for changing organisational culture.
- A. Redefining organisational goals
 - B. Offering financial incentives
 - C. Implementing new dress codes
 - D. Conducting team-building exercises

SECTION B

(40 Marks)

There are **TWO (2)** questions in this section. Answer **ALL** questions in the answer booklet.

QUESTION 1

There now appears to be a consensus across cultures on which leadership attributes make an effective leader.

- a) Discuss how attributes like integrity, charisma, decisiveness, and being team-oriented are expressed in actual behaviour and can vary considerably from culture to culture. (10 marks)
- b) Describe any **TWO (2)** global leadership dimensions identified by GLOBE as universal attributes of leadership. (10 marks)

QUESTION 2

- a) Describe the concept of intercultural communicative competence (ICC) and its significance in today's globalised world. (8 marks)
- b) Describe any **FOUR (4)** key components of ICC and explain how individuals and organisations can develop their ICC for effective intercultural communication. (12 marks)

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