



FINAL EXAMINATION
MARCH 2024

COURSE TITLE	INTRODUCTION TO CROSS-CULTURAL MANAGEMENT
COURSE CODE	RMGT1143
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 6 Printed Pages including front page)

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

This question paper consists of TWO (2) sections. Answer ALL questions in the answer booklet provided. [60 MARKS]

SECTION A

(20 Marks)

There are TWENTY (20) questions in this part. Answer ALL questions in the answer booklet provided.

1. Which of the following dimensions are included in both the GLOBE framework and Hofstede's cultural dimensions model?
 - A. Power Distance, Uncertainty Avoidance, Assertiveness.
 - B. Human Orientation, Future Orientation, Individual Collectivism.
 - C. Gender Difference, In-group Collectivism, Performance Orientation.
 - D. Power Distance, Uncertainty Avoidance, Individual Collectivism.

2. What are characteristics associated with high assertiveness according to cultural dimensions research?
 - A. Valuing competition, success, and progress.
 - B. Valuing cooperation and warm relationships.
 - C. Communicating indirectly to "save face."
 - D. Trying to be in harmony with the environment.

3. What does the concept of "gender difference" in cultural dimensions research refer to?
 - A. The extent to which a society minimizes gender role differences.
 - B. The extent to which a society maximizes gender role differences.
 - C. The degree of gender equality in political representation.
 - D. The degree of gender diversity in the workforce.

4. Why is it important for companies to be aware of cultural differences when expanding internationally?
 - A. To increase competition in the global market.
 - B. To avoid legal regulations in foreign countries.
 - C. To effectively navigate and succeed in diverse cultural environments.
 - D. To maximize profits without considering cultural implications.

5. What effect may the unconscious reference to their cultural values have on global marketers?
 - A. It may lead to a better understanding of the market.
 - B. It does not affect their perception of the market.
 - C. It can influence their perception of the market.
 - D. It leads to quicker market entry.

6. How do social institutions such as family, education, religion, government, and business contribute to society?
 - A. They reinforce cultural norms.
 - B. They work independently of cultural norms.
 - C. They create new cultural norms.
 - D. They have no impact on cultural norms.

7. What is primarily responsible for the emergence of global consumer cultures?
 - A. Economic globalization.
 - B. Technological interconnectedness.
 - C. Linguistic diversity.
 - D. Cultural isolation.

8. What negative outcome can result from the Self-Reference Criterion (SRC)?
 - A. Cultural integration.
 - B. Cultural adaptation.
 - C. Cultural myopia/prejudice.
 - D. Cultural relativism.

9. Which of the following is a challenge related to diversity?
 - A. Easy convergence of meanings.
 - B. Clear communication channels.
 - C. Difficulty in converging meanings.
 - D. High level of cohesiveness.

10. Which of the following is characteristic of a parochial organizational culture?
 - A. Embracing diversity and inclusion.
 - B. The belief that "our way is best".
 - C. Valuing a combination of different cultural practices.
 - D. Openness to alternative viewpoints.

11. Why is the integration of organizational cultures crucial following mergers and acquisitions?
- A. To maintain separate identities.
 - B. To increase competition.
 - C. To enhance employee turnover.
 - D. To ensure smooth operations and alignment of goals.
12. How is coordination typically managed in an organization with an Eiffel Tower culture?
- A. From the bottom-up.
 - B. Through lateral communication.
 - C. From the middle management.
 - D. From the top-down.
13. What do norms and values represent in the model of communication?
- A. Assumptions about each other.
 - B. Prejudices about each other.
 - C. Standards and principles of society.
 - D. Professional or individual experience.
14. What does Edward T. Hall emphasize regarding the differences between cultures in terms of proxemics?
- A. They are irrelevant in cross-cultural interactions.
 - B. They are minor and inconsequential.
 - C. They are crucial and must be acknowledged.
 - D. They can be easily overcome by individuals.
15. In high-context cultures, how are insiders and outsiders typically distinguished?
- A. Clearly and explicitly.
 - B. Ambiguously and implicitly.
 - C. Through written agreements.
 - D. Through rapid changes in cultural patterns.
16. In a Japanese setting, it is considered inappropriate to address a Japanese manager by _____.
- A. first name
 - B. last name
 - C. title and surname
 - D. nickname

17. According to the social identity theory, the conflict between groups is the result of perceived _____.
- A. personal characteristics
 - B. structural resources
 - C. identities
 - D. goals
18. How do individuals with an interdependent sense of self typically view conflict?
- A. As positive and productive.
 - B. As negative and unproductive.
 - C. As irrelevant to relationships.
 - D. As an opportunity for personal growth.
19. What is the characteristic difference between negotiators from individualistic cultures and those from collectivist cultures?
- A. Negotiators from individualistic cultures are less likely to share the same perception of events.
 - B. Negotiators from collectivist cultures are less likely to suggest ways around obstacles.
 - C. Negotiators from individualistic cultures are more sensitive to emotional responses.
 - D. Negotiators from collectivist cultures are less constrained in overcoming impasses.
20. In which type of conflict do people have incompatible preferences for a course of action or plan to pursue?
- A. Affective conflict.
 - B. Conflict of interest.
 - C. Value conflict.
 - D. Cognitive conflict.

SECTION B

(40 Marks)

There are FOUR (4) questions in this part. Answer ALL questions in the answer booklet.

1. Hofstede's Cultural Dimensions Theory is a widely recognized framework used to understand cultural differences across countries. Describe **FIVE (5)** key dimensions developed by Geert Hofstede. (10 marks)
2. Society is a group of people with shared customs, norms, values, and institutions, including social institutions that fulfil essential functions within society. Explain **FIVE (5)** of the most important social institutions involved in the concept of culture. (10 marks)
3. Identify **FIVE (5)** communication barriers that can impact cross-cultural communication. (10 marks)
4. Describe **FIVE (5)** cultural influences on conflict management across diverse cultural contexts. (10 marks)

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*** END OF QUESTION PAPER ***
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