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**Lecture: Organizational Context and Managerial Roles of International
Managers (20053) – Final Exam**

Final Exam

Name:

Student ID:

Study Program:

1. You are expected to answer all questions. A wrong answer will not eliminate points of a correct answer. As this is a multiple-choice exam, just follow the instructions.
2. All questions have equal value. (20 questions plus a bonus question – you are allowed to make one mistake and still get the highest grade.)
3. You have one hour to answer the questions.

You are welcome to use a dictionary.

Examination Questions:

1. IN A NEGOTIATION MEETING WITH JAPANESE MANAGERS, YOU NOTICED THAT SOME OF THEM HAVE THEIR EYES CLOSED. THEY ARE:

- A ____ showing, in a silent way, that they do not appreciate your proposal
- B ____ listening attentively
- C ____ tired from a long overnight flight from Tokyo
- D ____ inviting you to be silent also so they can take a short break

2. Steve Daimer, a manager from a northern European company in software business, was assigned to a position in Africa. His job: to supervise the installation of a new work process and train local managers in the sophisticated product acquired from his Company. He passed on all instructions to help the local managers to act on their own. Nevertheless, he realized he had to spend more time than he expected with each manager. After 3 months, he sent an email to his boss in Europe mentioning the impossibility to meet the 12 months deadline to finish his job.

What might have happened? Check the appropriate answer

- A _____ African managers may think that Mr. Daimer is too pushy: they are not used to be in such pressure and hurry.
- B _____ African managers are cautious about new foreign procedures and also they take more time to learn a sophisticated technology.
- C _____ African managers are not used to receive a full delegation: they tend to consult their bosses for any step ahead even for the most routine procedures.

3. CIRCLE A, B, OR C

A = when the sentence reflects a more typical European management thinking.

B = when the sentence reflects a more typical North American management thinking.

C = when the sentence reflects a more typical Asian management thinking.

- A B C Correctness and style are paramount
- A B C Forgive mistakes: trying is what counts
- A B C Prevent mistakes: do not show them openly
- A B C Collaborate easily: others will join you.
- A B C Behave in a restrained way: limit disagreement
- A B C Behave rationally, mature and responsible

4. HOW MIGHT YOU HELP THE GERMAN COMPANY? MARK THE CORRECT ANSWER:

A major German multinational company decided to expand into an Asian country. Negotiation meetings were carried out in order to formalize the working relationship. First, a German senior vice-president visited the Asian company. On the second visit, both a marketing expert and a production specialist participated in the negotiation. For this second meeting, the Germans had proposed a complete agenda with all topics to be covered. The local managers manifested their agreement with the topics proposed by the Germans. The German managers were happy because all the bases for a partnership had been established, including a first draft of cooperative agreement. However, the Germans couldn't understand why they never received a final decision or a decisive comment from their counterparts in Asia.

THE ASIAN MANAGERS WERE RELUCTANT TO FINALIZE THE DEAL MOST PROBABLY BECAUSE:

- A _____ They thought the Germans did not bring enough data and an objective business plan as a traditional Asian expectation for first negotiation meeting.
- B _____ They did not feel they knew the German managers well enough to trust them. Two formal meetings were not enough.
- C _____ They noticed that German visitors did not show interest in learning about their culture or management practices as expected in a typical Asian business deal.

5. CHOOSE THE CORRECT CONCEPT TO MARK THE STATEMENTS:

A. Ethnocentrism	_____ Interactions are objective and detached – the focus is more on the task
B. High Uncertainty Avoidance	_____ A person believes that the only correct norms, values, and beliefs come from his or her culture
C. Neutral Culture	_____ Deviant people and ideas should not be tolerated
D. High Power Distance	_____ The powerful are entitled to privileges and should not hide their power
E. Feminine culture	
F. Ascription culture	

6. MATCH COUNTRIES WITH MANAGEMENT COMMUNICATION STYLES:

A - Some Asian countries	_____ the quantity of talk is relatively high with details, smiles, proverbs and many adjectives.
B - Some European countries	_____ the talk values precision and using the right amount of words to convey the desired meaning.
C - Some South American countries	_____ the quantity of talk is relatively low: understatements, pauses and silence convey meaning.

**7. HOW CAN COMPANIES BENEFIT FROM CULTURAL DIVERSITY?
MARK THE ONE THAT FITS BETTER MODERN ASSUMPTIONS**

- A. _____ To exert strong pressures on new employees to assimilate to existing organization culture
- B. _____ To institute human rights protection norms
- C. _____ To see diversity potential as value-added activity
- D. _____ To hire more employees from various cultural identities

8. IN A SUCCESSFUL NEGOTIATION WITH ARAB BUSINESSMEN, YOU SHOULD START BY (MARK ONLY THE TRUE ONE):

- A _____ Making concessions to the other party to show good faith.
- B _____ Presenting a lot of information about your business
- C _____ Persuading them to accept your first offer
- D _____ Establishing personal connections before doing business.
- E _____ Proposing a complete agenda in order not to surprise your future partner.

9 . MARK THE TRUE ONE

- A. ____ The Dutch values more personal relationships than punctuality
- B. ____ Touching is very typical of Korean businessmen when greeting
- C. ____ Eye contact tend to be very intensive while negotiating in South America
- D. ____ Formal posture is not very important when negotiating with Africans
- E. ____ Taking into consideration age, rank and social standing are important when greeting business people in USA

10.. HOW MIGHT YOU HELP Ms HUNT? MARK THE CORRECT ANSWER:

Ms. Hunt – a senior representative of a large American corporation was sent to help implement some new managerial procedures in her company's Korean plant. She sensed that something was not going well. She invited the five local managers to meet with her to clarify the problem. With a great sense of embarrassment, the local managers informed her that there was no problem. Ms Hunt left the meeting frustrated because she could not get to the bottom of the problem. The meeting was not productive because:

- A. ____ Korean managers do not like to be supervised by a woman and would prefer just to have an all men's talk. Probably, they would have been more willing to discuss problems with other American (male) managers.
- B. ____ Korean managers believe to be their job to handle problems rather than bring them to the attention of a superior. Negative things are treated by the parties involved in search for a solution; no one wants to be the bearer of bad news
- C. ____ Ms Hunt did not prepare an agenda with major topics to be discussed. Korean managers felt they were unprepared to answer questions for which they did not have time to think and agree upon beforehand.
- D. ____ Koreans believe that a senior manager from abroad should be received in an honorable and a happy atmosphere. Therefore, it is not proper to importunate a foreign senior manager, with details of work procedures.

11. HOW MIGHT YOU HELP BOTH THE AMERICAN AND THE JAPANESE COMPANIES?

A USA sports equipment manufacturer decided to negotiate a joint venture with a Japanese firm. Three representatives from each firm met in San Francisco (USA) to work out the details of the proposed venture. After the six men were introduced to one another they were seated at opposite sides of a large conference table. In an attempt to show the Japanese their sincerity for getting down to the task at hand, the American businesspersons took off their jackets and rolled up their sleeves. Then one American said to his counterpart across the table. "Since we are going to be working together for the next several days, we better get to know each other. My name is Harry. What's your name?" The joint venture never did take place.

WHAT WENT WRONG? MARK THE CORRECT ANSWER:

- A ___ Americans have invited the Japanese team to a beautiful American city and had not allowed a previous time for sightseeing. Japanese managers like to appreciate a partners hospitality as well as take pictures to show back home.
- B ___ American gestures (taking off their jackets and rolling up their sleeves) were interpreted by the Japanese as most inappropriate, a breech in professional and business protocol. Also, by trying to be informal the American team made the Japanese suspicious about American's future intentions.
- C ___ Americans thought that the Japanese team was not willing to work as hard as their American counterparts. They kept dressed up and acting formally. Therefore, the Japanese team could not be a suitable partner to be associated in an important joint venture.

12. CHOOSE THE CORRECT ANSWER:

A dialogue between two businessmen visiting other country. One asks "Why do I have to repeat my presentation to the new manager? I have already explained everything to the last manager. Aren't they working for the same company?"

WHICH COUNTRY THEY ARE PROBABLY VISITING?

- A. ___ Japan
- B. ___ France
- C. ___ Brazil
- D. ___ Canada

13. IDENTIFY WHICH LETTER IS COMING FROM A JAPANESE, AN AMERICAN OR A LATIN AMERICAN BUSINESSMAN.

(A) Japan

(B) Latin America,

C) USA

_____ **Letter 1**

First of all we would like to thank you for having shown interest in our company. We were honored and pleased with your letter because we are aware of the great achievements of your corporation in the last years. We know the esteem and recognition your company has from its customers. In fact, in a trade fair in Rome last year, we had a chance to meet some of your executives and we were very impressed with their attention and ability to treat potential customers. As to your proposal, ...

_____ **Letter 2**

I am writing you a quick note to let you know that we became very interested with your proposal and we would like to schedule a meeting with you at your first convenience.

_____ **Letter 3**

Thank you for your letter from second October. We analyzed your proposal with great interest. But we felt that we did not have enough information yet to engage in a cooperative venture. But, I would like to stress that this does not reflect any diminishing impression on the quality of your products and services.

14.. FILL THE BLANKS (JUST THE CORRESPONDING LETTERS):

In a specific country, organizations tend to have a paternalistic leadership system, (_____) with the leader expressing concern for his subordinates and the quality of life, (_____) but with due concern for job security. (_____)

- A. High Uncertainty Avoidance
- B. Collectivistic
- C. Short Term Orientation
- D. Individualistic
- E. Large Power Distance
- F. Feminine

15. TRUE OR FALSE? - CHINESE CULTURE - MARK ONLY THE TWO CORRECT ONES:

- A. _____ Chinese greetings are generally effusive, with shaking hands and some touching.
- B. _____ Chinese are not very punctual: they do not arrive promptly on time for each meeting.
- C. _____ In a feature Chinese culture is similar to the North American culture: they prefer to go right to the serious discussions in an intercultural negotiation without devoting time for small talk and pleasantries.
- D. _____ In negotiating with Chinese, nothing should be considered final until it has been actually realized.
- E. _____ Chinese tend to be very strict: the signing of a contract is treated as a completed agreement.
- F. _____ While being essentially a group-oriented culture, Chinese business organizations also have a powerful tradition of individual responsibility.

16. MATCH VALUE STATEMENTS WITH CORRESPONDING CULTURES:

A. Arabian	_____ Self-reliance, individual initiative and hard work.
B. African	_____ Sense of self worth: individuals have intrinsic human qualities
C. North American - USA	_____ Paramount virtues are dignity, honor, and reputation.
D. Latin American	_____ Trust, confidence, and friendship are essential elements in business activities.

17. TRUE OR FALSE? JAPANESE CULTURE - MARK THE CORRECT ONE:

- A. Direct language is more acceptable than vague and ambiguous references.
- B. In large companies, individual initiative is highly regarded and praised.
- C. As performance oriented culture, sales and profits tend to prevail over face and harmony
- D. Newly recruited young managers are expected to stay with a company for many years conforming with established rules, and showing respect and deference
- E. Because of a extensive recruitment of young people, large companies carry a lower respect for seniority and the elder managers.
- F. As most Asians, Japanese are not punctual, generally foreign visitors Have to be patient and wait a long time before starting a scheduled business meeting.

18. MATCH PROPOSITIONS WITH REGIONS

A. Confucian Asia -Japan	<input type="checkbox"/> Bosses demand and receive loyalty
B. Latin America	<input type="checkbox"/> Failures = a question of fate
C. Nordic Europe	<input type="checkbox"/> Building consensus may take time but makes implementation quicker, smoother and enthusiastic
D. Southern Asia -India	<input type="checkbox"/> Bosses are seen more as team leaders and group facilitators

19. Linda Walker, an American marketing expert, was hired to advise a large corporation in Latin America. She conducted her job with a high dedication concentrating her efforts in offering new proposals. In a top managers meeting, she suggested new approaches contesting clearly current business policies. Also, she took the initiative of talking to all middle managers in the company, explaining them the advantages of her ideas. Nevertheless, she noticed little progress in her work: every time she tried to suggest a new idea she faced some resistance.

WHAT MIGHT HAVE GONE WRONG?

- A _____ coming from a doing culture, Linda Walker did not notice that her enthusiasm about working was not appreciated by Latin Americans who prefer an easy going approach
- B _____ coming from a low power distance culture, Linda Walker did not notice that public disagreement with managers and talk to middle managers without formal permission may be highly disrespectful and unacceptable practices in other cultures
- C _____ coming, from a neutral culture, Linda Walker did not notice that Latin Americans give no attention to objective interactions conducted by women.

20. MATCH COUNTRIES OR REGIONS WITH COGNITIVE STYLES:

A. - Germany	_____ Factors of personal matters as important as organizational goals
B. - Latin America	_____ Emphasis on singularities: each problem has a particular solution
C. - USA	_____ Innovation takes precedence over tradition
D. - Africa	_____ Objective facts form the basis of the truth

21. AMONG THE FOLLOWING SENTENCES ABOUT MANAGEMENT AND BUSINESS NEGOTIATIONS IN SUBSAHARAN AFRICA, MARK THE THREE CORRECT ONES:

- A. One of the most important factors to remember when doing business in Africa is the concept of friendship before business
- B. Individual achievements frequently are more valued than interpersonal relations.
- C. Employees tend to protect their bosses, mainly when anything goes wrong.
- D. Africans show strong loyalty and commitment to their working organization.
- E. In Africa, when a local manager comes more than an hour late for a negotiating meeting with a German delegation, this is a sign of lack of interest in the venture.
- F. Major characteristics of structures developed in colonial era tend to contrast with features of African organizations: organizations are more flexible with less rigid bureaucracies.
- G. Africans tend to have instrumental orientation towards work; they expect their jobs to bring substantial benefits to themselves and to their families
- H. If an American negotiating in Africa is younger than the local ones, he probably may receive less confidence.
- I. Be respectful but informal in doing business in Africa.

