



Examination: **Organizational Context and Managerial Roles of International Managers**
Final Exam WT 2006/07
Examiner: Prof. Dr. Paulo R. Motta Course No.: 2041

Student name and surname: _____

Student ID number: _____

General Instructions:

You are expected to answer all the questions. A wrong answer will not eliminate points of a correct answer. As this is a multiple-choice exam, just follow the instructions.

All questions have equal value. (30 questions plus a bonus question – you are allowed to make one mistake and still get the highest grade.)

You have two hours to answer the questions.

You are welcome to use a dictionary.

Good Luck!

Examination Questions:

1. MARK THE TRUE ONE:

- The Dutch values more personal relationships than punctuality
- Touching is very typical of Korean businessmen when greeting
- Eye contact tend to be very intensive while negotiating in South America
- Formal posture is not very important when negotiating with Africans

2. TRUE OR FALSE? MARK THE CORRECT ONE:

- Latin American managers are noted for judging anyone who worries about possible problems as timid and weak.
- Japanese managers are famous for saying that quick decisions are almost as good as the right ones.
- Arab managers are well known for valuing hospitality and respect
- African managers tend to be very strict as to scheduled time for start a business meeting

3. 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 and a production specialists 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.

4. MATCH VALUE STATEMENTS WITH CORRESPONDING CULTURES:

A - Asian	<input type="checkbox"/> Self-reliance, individual initiative and hard work.
B - Arabian	<input type="checkbox"/> Sense of self worth: individuals have intrinsic human qualities
C - African	<input type="checkbox"/> Paramount virtues are dignity, honor, and reputation.
D - North American (USA)	<input type="checkbox"/> Trust, confidence, and friendship are essential elements in business activities.
E - Latin American	<input type="checkbox"/> Equity is more important than wealth.

5. 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 a 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 has a powerful tradition of individual responsibility.

6. MATCH COUNTRIES WITH MANAGEMENT COMMUNICATION STYLES:

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

7. TRUE OR FALSE? MARK THE THREE CORRECT ONES:

- _____ In spite of their high regard for friendship, business with Arabs is formally done with a company or a contract and not with people.
- _____ Arabs managers tend to show their emotions and sentiments during a business negotiation.
- _____ Arabs are not flexible as to time: generally they start their business meetings on the scheduled time.
- _____ Final decision making on a business contract traditionally requires a representative of suitable rank, preferably a top person of the interested foreign organization.
- _____ Because they show emotions, Arabs do not fear showing shame.
- _____ Communication is especially complex and outsiders should show agreement, following the host's lead.

8. IF EMPLOYEES OF A LARGE COMPANY FEEL THEY OWN AN ALLEGIANCE AND LOYALTY TO A GROUP OF WHICH ONE IS PART, THEY ARE PROBABLY FROM ONE OF THESE GROUPS OF COUNTRIES

- _____ Indonesia, Kuwait and Germany
- _____ China, Japan, and Thailand
- _____ Malaysia, Saudi Arabia, Canada

9. MODERNIZATION IS NOT A LINEAR UNIFORM PROCESS. COUNTRIES MODERNIZE IN DIFFERENT RATES AND OUTCOMES, IS A MAJOR ARGUMENT FOR THE PROPONENTS OF:

- _____ the internationalization of world's business
- _____ the divergence trend in world's culture
- _____ a special role of small firms in world's business

10. MATCH CULTURAL CONCEPTS WITH THE FOLLOWING SENTENCES:

A - Individualism	_____ Work activities normally segregated from other parts of life
B - Particularism	_____ Organization systems attempt to value individual achievements
C - Diffuse cultures	_____ Money, assertiveness, and competition are valued
D - Masculinity	_____ An individual's societal or organizational position influences how he (she) acts and how others treat them.
E - Specific cultures	_____ Circumstances and relationships are more important in deciding what is right or good
F - Power distance	_____ People usually have large public spaces and relatively smaller private spaces

11. MARK THE TWO MOST TYPICAL FEATURES OR ABILITIES OF A GLOBAL MINDSET:

- A _____ To manage large business organizations
- B _____ To have a special competence in team management
- C _____ To manage diversity
- D _____ To have a MBA on quality management
- E _____ To motivate all employees to achieve excellence
- F _____ To develop an international social and economic perspective

12. MATCH THE STATEMENT WITH ONE TYPE OF ORGANIZATION:

Business organizations in countries like Norway, UK, and Australia tend to have less strict and formal rules and fewer hierarchical layers

- A _____ Well-oiled Machine
- B _____ Pyramid of People
- C _____ Village market
- D _____ Traditional Family

13. 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

14. TRUE OR FALSE? – LATIN AMERICAN CULTURE - MARK ONLY THE TRUE ONE:

- Latin American managers are generally very open and flexible: observing line of authority is generally not very important.
- Latin American managers tend to be individualistic – teamwork is not preferred management from and must be learned.
- Latin American managers tend to be formal and objective oriented – their subject feelings do not interfere in their major decisions.
- Latin American managers tend to develop personal relationships in order to be successful in doing business

15. MATCH EACH STATEMENT WITH ONE TYPE OF CULTURE:

STATEMENT ONE	STATEMENT TWO
Events are predetermined, planning is a proper management practice; in fact, it is futile or a waste of time.	If personal relationships are of major importance in management, it is not advisable to define positions within an organization
<input type="checkbox"/> Diffuse	A <input type="checkbox"/> Universalism
<input type="checkbox"/> Neutral	B <input type="checkbox"/> Achievement oriented
<input type="checkbox"/> External control	C <input type="checkbox"/> Particularism
<input type="checkbox"/> Short Term Orientation	C <input type="checkbox"/> Large Power Distance
<input type="checkbox"/> Masculinity	D <input type="checkbox"/> Individualistic

16. BEFORE A BUSINESS TRAVEL TO A CERTAIN COUNTRY, YOUR SUPERVISOR TELLS YOU THAT YOU WILL BE FACING A CULTURE WITH AT LEAST THESE FIVE CHARACTERISTICS:

1. Group is the most important part of society and is emphasized for motivation.
2. Relationships society with strong network and ties.
3. Highly disciplined and motivated workforce.
4. Protocol, rank, and status are important.
5. Personal conflicts are to be avoided.

IN WHICH AREA OF THE WORLD IS THAT COUNTRY MOST PROBABLY IN?

- South America
- Africa
- South Europe
- Asia
- North America
- Middle East

17. AMONG THE FOLLOWING SENTENCES ABOUT MANAGEMENT AND BUSINESS NEGOTIATIONS IN SUB SAHARA 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: they 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

18. MATCH EACH STATEMENT WITH ONE TYPE OF CULTURE:

STATEMENT ONE	STATEMENT TWO
Animated expressions are admired and gestures, and touching are common:	Assertiveness, performance, ambition, achievement and material possessions are more identified with
A <input type="checkbox"/> Synchronic	A <input type="checkbox"/> Short Term Orientation
B <input type="checkbox"/> Affective	B <input type="checkbox"/> Masculinity
C <input type="checkbox"/> Ascription	C <input type="checkbox"/> Large Power Distance
D <input type="checkbox"/> Feminine	D <input type="checkbox"/> Individualistic

19. TRUE OR FALSE? MARK ONLY THE TRUE ONE:

In a high context culture:

- A the situation determines the words.
- B managers convey meanings directly, fast, and sticking to the facts.
- C people tend to furnish more information than necessary
- D local negotiators encourage eloquence and "flowery" prose.
- E managers prefer to act openly on conflict causes in order to search for a solution.

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

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:

- 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.
- Korean managers believe it is 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
- 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.
- 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.

21. MATCH STATEMENTS WITH TYPE OF CULTURE:

NEUTRAL	<input type="checkbox"/> Characteristics or associations define status
DESCRIPTION	<input type="checkbox"/> Focus is on tasks rather than relationships
INDIVIDUALISTIC	<input type="checkbox"/> Social emphasis: <i>patience</i>
EXTERNAL controlled	<input type="checkbox"/> People trained to be independent

22. WHICH COUNTRY ARE THEY PROBABLY VISITING?

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?"

MARK ONLY THE CORRECT ONE:

- Japan
- France
- Brazil
- Canada

23. FILL THE BLANKS WITH THE CORRESPONDING LETTERS OF A TYPE OF CULTURE:

A - ASIA	Formal social and business etiquette is very important in. Nevertheless, in. short names are often used after knowing the person only a short time. Be aware of taking into consideration age, rank and social standings when greeting business people in. Do expect to face some effusive greetings and even some touching when greeting
B - USA	
C - LATIN AMERICA	
D - EUROPE	

24. 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.

25. MATCH COUNTRIES OR REGIONS WITH COGNITIVE STYLES:

A - Germany	<input type="checkbox"/> Factors of personal matters as important as organizational goals
B - Latin America	<input type="checkbox"/> Emphasis on singularities: each problem has a particular solution
C - USA	<input type="checkbox"/> Innovation takes precedence over tradition
D - Africa	<input type="checkbox"/> Objectives facts form the basis of the truth

6. AS A MANAGEMENT ADVISER OF A LARGE CONSULTING FIRM, YOU WERE ASSIGNED TO INSTRUCT A NEGOTIATING TEAM, FROM NORTHERN EUROPE, WHO ARE GOING IN A FIRST BUSINESS TRIP TO ASIA (JAPAN, CHINA AND KOREA). CHOOSE THE FIVE DIMENSIONS THAT ARE GENERALLY CONSIDERED VERY IMPORTANT FOR NEGOTIATING IN THAT REGION.

- Issues are resolved at each step in the process: the final agreement is the sum of the sequence.
- A negotiating team is the norm rather than a single negotiator.
- Local negotiators will seem overly dramatic and emotional to northern Europeans.
- They convey meanings indirectly. Harmony is very important.
- You should establish a sound relationship at the beginning of the negotiation.
- It is important to appeal to your partner's feelings.
- Local negotiators are fast and direct: they stick to the facts.
- The main goal is a long-term mutually beneficial relationship.
- Negotiations are problem-solving activity, with the best solution for both parties as the goal.
- Concessions occur at the conclusion of the negotiations.
- The word "yes" has the same meaning as in southern Greece.
- Local negotiators encourage eloquence and "flowery" prose.

27. HOW CAN COMPANIES BENEFIT FROM CULTURAL DIVERSITY AS A COMPETITIVE ADVANTAGE? MARK THE ONE THAT BETTER FITS MODERN ASSUMPTIONS:

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

28. A "BEST MANAGEMENT PROPOSAL" BASED ON MERIT AND REWARD FOR INDIVIDUAL EFFORT", BY DEFINITION IS FROM:

- A collectivist culture
- A large power distance culture
- An achievement oriented culture
- An affective culture
- An ascription oriented culture

29. TRUE OR FALSE? MARK ONLY THE TRUE ONE.

- A "A deal is a deal" is a typical assumption of a particularistic culture.
- B If a manager plays favorites and keep helping his friends, he is probably form a particularistic culture
- C Managers on particularistic cultures prefer to trust contracts than relationships

30. 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 large conference table. In an attempt to show the Japanese their sincerity for getting down 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 sight seeing. 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.

31. MATCH THE STATEMENT WITH ONE TYPE OF ORGANIZATION:

In business organizations in countries of East and West Africa as well as in countries like Indonesia, and Malaysia employees tend to devote unwavering loyalty to managers.

- A Well-oiled Machine
- B Pyramid of People
- C Village market
- D Traditional Family