



OTTO VON GUERICKE  
UNIVERSITÄT  
MAGDEBURG

WW

FAKULTÄT FÜR  
WIRTSCHAFTSWISSENSCHAFT

**Lecture: Organizational Context and Managerial Roles of International  
Managers (ST 10) – Final Exam**  
Course No. : 20053; Lecturer: Prof. Dr. Paulo R. Motta

### 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.
4. You are welcome to use a dictionary.

### Examination Questions:

#### 1. 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

#### 2. 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.

#### 3. MATCH THE STATEMENT WITH ONE TYPE OF CULTURE:

Animated expressions are admired and gestures and touching are common:

- A. \_\_\_\_\_ Synchronic
- B. \_\_\_\_\_ Affective
- C. \_\_\_\_\_ Ascription
- D. \_\_\_\_\_ Feminine

**4. 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.

**5. COMPLETE THE SENTENCE BELLOW WITH A, B, C, orD as it applies:**

When a manager faces an organization where employees tend to devote unwavering loyalty to managers he (she) is on \_\_\_\_\_

- A. Village market culture like Norway, UK, USA, Canada, Australia
- B. Pyramid of people culture like France, Portugal, Mexico, Greece, and Arab countries
- C. Traditional Family culture like Singapore, Hong Kong, Indonesia, Malaysia, East and West Africa
- D. Well-oiled Machine culture like Finland

**6. 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.

**7. 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.

**8. 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

**9. 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 breach 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.

**10. MATCH GROUP OF COUNTRIES WITH TYPICAL MANAGEMENT PERSPECTIVE LISTED BELOW. GROUPS OF COUNTRIES MAY BE REPEATED**

- \_\_\_\_ Behave spontaneously
- \_\_\_\_ Behave rationally, mature and responsible
- \_\_\_\_ Behave in a restrained way: limit disagreement
- \_\_\_\_ Getting things done is what counts
- \_\_\_\_ Correctness and style are paramount
- \_\_\_\_ Appearance of rightness is paramount

- A. USA and Canada
- B. Japan, China and Korea
- C. Sweden, Denmark and France

11. A German manager, negotiating a new joint venture contract finds that his local counterpart is not very punctual and meetings are longer and more numerous than he expected. Also, he notes that local negotiators are emphatic in trying to develop a trust relationship. The business (and the local counterpart) is located most probably in one of these countries:

- A. \_\_\_\_ Malaysia and Thailand
- B. \_\_\_\_ Italy and Greece
- C. \_\_\_\_ Nigeria and Ghana
- D. \_\_\_\_ Argentina and Venezuela

**12. MATCH CULTURAL CONCEPTS WITH THE FOLLOWING SENTENCES:**

A. Individualism	_____ Work activities normally segregated from other parts of life
B. Collectivism	_____ Organization systems attempt to value individual achievements
C. Low uncertainty avoidance	_____ Money, assertiveness, and competition are valued
D. Masculinity	_____ Identity: based on one's social group
E. Specific cultures	_____ Organizational activities are less structured—normally fewer written rules
F. Higher Power distance	_____ Subordinates: expect to be told what to do

**13. FILL THE BLANKS (JUST THE CORRESPONDING LETTERS):**

Singaporean organizations tend to have a paternalistic leadership system, (\_\_\_\_\_) with the leader expressing concern for his subordinates and the quality of life, (\_\_\_\_\_) but without undue concern for job security. (\_\_\_\_\_)

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

**14. 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.

**15. 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.

**16. 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.

**17. 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

**18. 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

**19. 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.

**20. MATCH PROPOSITIONS WITH REGIONS ACCORDING TO GLOBE STUDIES.**

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

**21. TRUE OR FALSE? READ CAREFULLY AND MARK THE ONE CORRECT STATEMENT:**

- A.  Culture is a mental programming inherited by a specific group of people
- B.  Culture is a form of pursuing the truth among human beings: it enables one to tell what is right or wrong among different groups of people
- C.  Culture is a collective phenomenon that has to do with shared characteristics of all human beings.
- D.  Culture is a set of values and standards for explaining individual behaviors
- E.  Cultural knowledge helps a manager to perceive other's values and perceptions as strange.
- F.  Culture is a mental programming or a system of meanings shared by a specific social group
- G.  Culture is a set of genetic features and life experiences that make each individual a unique person