

# UNIVERSITY OF COLOMBO, SRI LANKA

## FACULTY OF MANAGEMENT AND FINANCE

**Bachelor of Business Administration (Semester VI) Examination – December 2018**

**INB 2303 – Cross Cultural Management**

**Three (03) Hours**

**Answer only five (05) questions.**

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1. i. “*Francois Jean Pierre* (A French citizen), is the Human Resource manager while *John Roberts* (A U.S. citizen), is the financial manager, of a management consultancy agency called *Giovanni consultants* based in Verona, Italy. This company has unique policies such as a casual dress policy, flexible work arrangements for its employees as well as when giving promotions, they tend to prioritize the performance of employees rather than their work experience.”
- a. Identify two (02) types of cultures that can be observed in the above scenario.  
(02 Marks)
- b. Provide two (02) examples each for types of culture that was mentioned in question (a) above.  
(04 Marks)
- c. Briefly explain levels of ‘power distance’ and ‘masculinity’ of the countries France and the United States of America, in accordance with Hofstede’s model of national culture.  
(04 Marks)
- ii. Describe the concept of “multiculturalism” and evaluate its costs and benefits to modern societies  
(10 Marks)
- (Total 20 Marks)**

2. i. “*Maja Andersson* (A Swedish citizen) and *Joao Silva* (A Portuguese citizen) are founders of a non-governmental organization called *Open Hearts*, located in the city of Lund, Sweden. They recently received recognition from the European Union (EU) for their charitable activities conducted in less developed nations. Hence they decided to expand by establishing its first overseas branch in Nairobi, Kenya”.

a. List the two (02) types of international business cultures in which “Maja” and “Joao” belong to.

(02 Marks)

b. Briefly explain the two international business cultures that are mentioned in question (a) above.

(04 Marks)

c. Name two (02) European countries that are not members in the European Union (EU).

(02 Marks)

d. Mention two (02) “family oriented cultures” that can be identified in the above scenario.

(02 Marks)

ii. Analyze the difference between the concepts of “Guanxi” and “Wa” that are practiced in certain Confucian business cultures.

(10 Marks)

**(Total 20 Marks)**

3. i. Discuss different types of barriers to communication that are encountered by a manager in a cross cultural environment.

(10 Marks)

- ii. Evaluate how “face to face management relations” and the “choice of communication can be different between managers from different cultural backgrounds.

(10 Marks)

**(Total 20 Marks)**

4. i. “*Linda Wu*, is the deputy marketing manager of a Glasgow based advertising agency called *Focus ads plc*. Recently, despite her highly impressive credentials, she was not promoted as the marketing manager, while *Raj Subramanian* her male colleague with much less experience than her was promoted to the position. *Linda Wu* was shocked by this action of the company and later found out that majority of directors who were in the selection panel, thought that she would do a better job as an ‘assistant’ to her male colleague.”

- a. Identify the term that can assigned to the biased promotion system of “Focus ads plc.”

(01 Mark)

- b. List other different forms in which the above term mentioned above in question (a) can exist.

(05 Marks)

- c. Outline different strategies that can be implemented by “Focus ads plc.” to minimize the above practice mentioned in question (a) above.

(04 Marks)

- ii. Briefly explain latest trends in “cultural diversity” that can be observed in many multinational/transnational companies.

(10 Marks)

**(Total 20 Marks)**

5. i. “*Lee Moon Soon* (a South Korean) and *Antonio Fernandez* (a Brazilian) are two junior lawyers working for *Sakura legal consultants*, a law firm located in Okinawa, Japan. *Akito Kuroda*, a senior partner of the firm is the immediate supervisor of *Lee* and *Antonio*. *Akito* has delegated them a considerable degree of authority and freedom to handle court cases.”
- a. What type of leadership style is practiced by “Akito”?  
(01 Mark)
- b. In accordance with Tony Morden’s article on “six country comparison, identify the management theories that are practiced in South Korea, Brazil and Japan, respectively.  
(03 Marks)
- c. Explain briefly the management theories mentioned above in question (b).  
(06 Marks)
- ii. Evaluate how organizational conflicts are resolved in the Asian-Pacific countries such as Malaysia, Thailand and South Korea.  
(10 Marks)  
**(Total 20 Marks)**
6. i. Explain with examples, decisions relating to the “setting of a brand name” and how “a brand name can reflect and contribute to the consumer’s perception of nationality”.  
(10 Marks)
- ii. Discuss with examples, cultural differences that can be observed during international takeovers/mergers of business organizations.  
(10 Marks)  
**(Total 20 Marks)**

7.

Write short notes on any four (04) of the following.

- i. The "Rice theory"
- ii. Germanic European business cultures
- iii. Proxemics
- iv. Dominant transnational management culture
- v. Affirmative action in the workplace
- vi. Global competitiveness index
- vii. Dimensions of culture by Trompennars

**(Total 05x4=20 Marks)**