UNIVERSITI UTARA MALAYSIA

PEPERIKSAAN AKHIR
SEMESTER PERTAMA SESI 1999/2000

KOD/NAMA KURSUS : PN 3133  PENGURUSAN SILANG BUDAYA
TARIKH : 22 SEPTEMBER 1999
MASA : 2.30 – 5.00 PETANG (2 ½ JAM)
TEMPAT : DKG 2/2

ARAHAN:

2. Jawab KESEMUA ENAM (6) soalan.
4. Sila rujuk kepada kes di bahagian belakang.

NO. MATRIK : ____________________________

(dengan perhatian) (dengan angka)

NO. KAD PENGENALAN : ____________________________

NAMA PENSYARAH : ____________________________ KUMPULAN : _____

JANGAN BUKA SOALAN INI
SEHINGGA DIBERI ARAHAN
SECTION A: QUESTIONS FOR THE CASE

Answer on the column provided.

1. What are the real problems faced by Bert Donaldson during his stay in Zurich and why such problems arise? (16 marks)
2. If you are in a Frank Waterhouse's position, what would you do to overcome the current situation and why would you do so? (8 marks)

SECTION B : ANSWER ALL THE QUESTIONS BELOW.

3. Kamal is an efficient and competent General Manager in Saga Company Ltd, a well known Malaysian MNCs. In expanding its operation abroad, the company decided to set up a subsidiary in Rio de Janeiro. As a young and motivated General Manager, the Board of Directors has selected him as a company's representative to manage the operations over there. Before going there, he needs to know regarding the Brazilian culture in order to assist him adopting in a new environment.

As an expert in cross-cultural management, you are required to advise Kamal regarding the cultural differences that might encountered by him in that country. Explain at least five (5) differences that he should expect when he arrived there.

(20 marks)
4. An Italian director of a construction company went to Germany to negotiate for a project. He began the discussion with a presentation of his company that vaunted its long history and its achievements. The German managers first looked startled, then bored, then they excused themselves and walked out the door, without even listening to the Italian manager's offer.

Discuss what you believe went wrong with that situation and highlight at least five (5) major ideas. 

(20 marks)
5. People in Britain, Norway and Poland conduct their business activities differently according to the cultural differences exist among them. In your opinion, what are the four (4) factors that might lead to the differences? (16 marks)
6. Mr Chartchai is a new chief auditor of a large agro-business [in Thailand]. He is 29 and has an MBA from Thammasat University. He is recognized as a hard worker who accomplishes his tasks quickly and competently. He amazed his manager by studying for the MBA and finishing so quickly. This is one of the reasons he was selected to be the chief auditor. There are 10 other auditors in the department. Mr Chartchai has been working in the department for seven years and has several close friends. He has thought of being the top manager in the department for a long time, and has taken charge of the department very fast. Now that he is in charge, he wants things done his way. He takes a very strong interest in the smallest details of what the auditors do. He also keeps after the other staff. He feels that this is "his" department and that he is responsible for everything that goes right and everything that goes wrong.

Sometimes he has to complain to his friends. They keep doing things their own way, not his. He feels bad when he does it, but he has decided that running the auditing department the way it is suppose to be run is more important than friendship. From his business studies, he learned that management is not a popularity contest. Still, he would like to keep his friends and to enjoy the work and their activities after work. He misses the sense of closeness, but being a manager, he feels, is worth the sacrifice.

Thailand is medium on power distance, low on individualism, and high on Confucianism. Is the chief auditor's leadership behavior the appropriate one for the culture? Why?

(20 marks)
The Case of the Troubled Expatriate

At exactly 3:30 on a warm, sunny Friday afternoon in July 1995, Frank Waterhouse, CEO of Argo-Crane, Europe, leaves his office on the top floor of the Argo building overlooking the Zurich lake. In the gap of a tension headache, he slides the glass doors down the outside of the mirrored building.

To quiet his nerves, he studies his watch. In less than half an hour, Waterhouse must look at his notes as Bart Donaldson faces the company's European manager—executives of the parts suppliers that Argo has acquired over the past two years. Donaldson is supposed to give the keynote address at this event, part of the second Argus Management Meeting organized by his training and education department. But late yesterday afternoon, he phoned Waterhouse to say he didn't think the address would be very good. Donaldson said he hadn't gotten enough feedback from the various division heads to put together the presentation he had planned. His summary of the company's progress wouldn't be what he had hoped.

It's too warm? Waterhouse thinks, as the elevator moves silently down to the second floor. How could he not be prepared? Is this really the man who prepared at corporate headquarters in Denver thinks so fantastic?

Waterhouse introduces himself to Donaldson just over a year ago. Argo Internationally's CEO and chairman, Bill Loeb, had phoned Waterhouse himself to say he was sending the "pick of the litter." He said that Donaldson had a great international background—when he had been a professor at Stanford—and would do fine for five years. Then he had returned to the States and joined Argo. Donaldson had helped create the cross-functional teams that had achieved considerable cost reductions and quality improvements.

Loeb had said that Donaldson was just what Argo Europe needed to create a world-class European team to include communication among the different European parts suppliers that Waterhouse had worked so hard to acquire. Waterhouse had proved his own strategies, skills, his own ability to close deals, he successfully building a network of companies in Europe under the Argo umbrella. All the pieces were in place. But for the newly expanded company to remain in control, he needed to work together. Both managers felt becoming an integrated team. Donaldson could help there. Waterhouse would keep the company's share of the diesel engine and engine market on the rise.

Waterhouse decided to get the best help. The CEO had said, "Bart Donaldson was the best. And later, when the numbers proved the plan successful, Waterhouse would return to the States and become Waterhouse said, "I want to hear what you know, Frank." You know the answer.

Waterhouse had been encouraged. Donaldson could help him reach the top. But that night, several times in Denver, Donaldson seemed to think of a problem, and he was very uncomfortable.
The Case of the Troubling Experience

"Well, yes. One of the managers from Norway—Dr. Gudjón, I believe—asked me some questions during Bert's presentation, and he became rather testy.

"Yes?" Waterhouse asked.

"Yes. And one of the two men wore a Mickey Mouse sweater—"

"Mickey Mouse?" Waterhouse laughed without meaning to.

"A sweater with a depiction of Mickey Mouse on it.

"What are earth does that have to do with Bert?"

"Well, Bert offered them a two-year contract after Frau Schweri advised him not to. He apparently told her he was satisfied with the trainer and, for that matter, was concerned about questions their personal habits and clothing weren't worth his time.

"Yes, and?"

"Well, there were complaints—"

"They all went to Frau Schweri?" he was beginning to see.

"One of the managers and the teacher provided too much information, for Bert, he thought this was overly so. He was also concerned that Bert didn't provide enough background information. The Brandt manager seemed to think the Meyer was worth the time. But Bert was keen that this was because his style worked with one group, his other students fell into place automatically. And everyone was satisfied with the schedule. The teachers always ran overtime, so everybody was satisfied because there wasn't any extra break for people some'red others to do nothing. Oh, and the last thing! All the name cards had first names and last names—no titles."

"Not titles," Waterhouse says, and looks up a sight.

"Paul, I wish you'd told me all this earlier.

"I didn't know you needed to hear it. Frank. You've been busy with the new contracts. They agree to meet at the club later in the week, and they hang up.

Waterhouse's eyes, as he looked into the big, square, he said, "How is that Partly?"

"Reilly. Well, overall, not too bad. A few glitches, but business is good. I am going to throw a couple of meetings up this week, you've just got to clear the decks, clear the decks, and clear the decks."

Waterhouse has asked me to call the office to report. After Bert had seen problems with his new employees—"

"As soon as I heard about it, I went to him and talked to him. I told him he had to get a handle on his new employees. He's really serious about training, and he's not going to let them do anything that's not in his way."

Waterhouse has been much impressed with how Bert is handling everything, including his new employees. He has been much impressed with how Bert is handling everything, including his new employees.