UNIVERSITI UTARA MALAYSIA

PEPERIKSAAN AKHIR
SEMESTER PERTAMA SESI 2000/2001

KOD/NAMA KURSUS : PN3133 PENGURUSAN SILANG BUDAYA
TARIKH : 26 SEPTEMBER 2000 (SELASA)
MASA : 9.00 – 11.30 PAGI (2 1/2 JAM)
TEMPAT : DP 2/1

ARAHAN :

1. Kertas soalan ini mengandungi ENAM (6) soalan struktur di dalam SATU (1) halaman bercetak.
2. Anda dikehendaki menjawab semua soalan
3. Semua jawapan hendaklah ditulis di dalam kertas jawapan yang disediakan.

NO. MATRIK : 

( dengan perkataan )

( dengan angka )

NO. KAD PENGENALAN :

NAMA PENSYARAH :

KUMPULAN :

JANGAN BUKA SOALAN INI
SEHINGGA DIBERI ARAHAN

SULIT
1. As an international manager, there are many challenges facing oneself especially in a different cultural setting. Therefore, the issue of cultural adjustment must be managed properly to ensure a successful international assignment.

   a. Briefly explain the three (3) main phases that an international manager needs to go through in the process of adjustment. (6 marks)
   b. Provide two (2) advantages and two (2) disadvantages of culture shock. (8 marks)

2. Most of the time, MNCs find it difficult to manage multicultural team as each individual has different background, values, beliefs and management styles. Thus, effective strategies need to be taken. Describe briefly what are the elements in: TASK and PROCESS strategies. (16 marks)

3. A global organization needs to identify and recognize the cultural differences that exist in an MNC in order to gain a competitive advantage. Therefore,
   a. How a global organization can gain competitive advantage? (8 marks)
   b. Provide the four (4) types of managers in determining how global we are (4 marks)

4. In managing international human resources, it is useful to understand about performance appraisal of the employees. Therefore,
   a. State two (2) differences of setting goals for each country: GERMANS, FRENCH and AMERICANS. (12 marks)
   a. State the general differences of feedback for SWEDISH, AMERICAN and ASIAN. (6 marks)

5. Kohiberg's model explains about different stages of moral and ethical development. This model is useful in determining the ethical and moral values of different cultures especially for MNCs. Explain the stages. (20 marks)

6. International joint ventures (UVs) are considered as a common mode of entry for MNCs. However, many cultural problems arise especially if the partners are from two different countries.
   a. What are the two (2) main issues facing the joint ventures. (12 marks)
   b. How can we select the right partners? (8 marks)