

CONFIDENTIAL



UNIVERSITI TUN HUSSEIN ONN MALAYSIA

**FINAL EXAMINATION
SEMESTER II
SESSION 2014/2015**

COURSE NAME : TECHNOLOGY AND CULTURE
COURSE CODE : BPB 22102
PROGRAMME : 3 BPA
EXAMINATION DATE : JUNE 2015/ JULY 2015
DURATION : 2 HOURS
INSTRUCTION : ANSWER **ALL** QUESTIONS

THIS QUESTION PAPER CONSISTS OF **THREE (3)** PAGES

- Q1** Organizational culture and leadership has been of interest to scientists as well as managers for several decades. A well-built and managed organizational culture can create a significant competitive advantage for a company. Studying and understanding organizational culture is based on culture science in general and it is characterized by an inter-disciplinary approach; this brings methods and knowledge together, especially in sociology, psychology, economics and management. Staff leadership is a priority task for all managers in the organization, no matter what level of hierarchy they operate at. Its performance is linked to both successes and failures of the entire organization and all of their employees. It is clear that the success of a manager in leading people is judged by work performance and team results, created from their subordinates. Managers must affect them so that the internal processes of the organization lead to a high level of productivity of the resources used by an organization, to ensure high quality products and services offered by an organization and to reduce the costs of the organization. This requirement can be met by the managers only if they manage to convince all their co-workers to perform work tasks efficiently and highly effective as well as with pleasure. A manager must not only be a good specialist, but must also be a good psychologist, to know the impact of social aspects on the behavior of the working group, and above all they must have the personal charisma - leadership skills. The best way a manager can lead workers is to affect the behavior of collaborators by their own example.
- (a) Discuss the influence of culture and leadership on organizational success. (5 marks)
- (b) Demonstrate **TWO (2)** differences between primary and secondary mechanisms for shaping the culture of an organization. (20 marks)
- Q2** If one has been living in another country for a long time, felt comfortable, then begun to realize there are other more fundamental, but subtle differences - finally they will learn that other people have different ways of solving the same challenges especially in organizations. The problem is then that one may suffer even more severe cultural shock upon returning home.
- (a) Define Cultural Shock. (3 marks)
- (b) Describe **ONE (1)** of the strategies an organization can apply to minimize cultural shock. (6 marks)
- (c) Elaborate the cultural Shock Pyramid by adopting an example. (16 marks)

- Q3** Organizational structure forms the basis of the organization's culture which formalises the tasks, jobs and positions of its personnel, as well as the limits and responsibilities of the work units.
- (a) Classify **THREE (3)** types of organizational structure using an example for each one. (12 marks)
- (b) Debate to what extent does culture affect management. (13 marks)
- Q4** One fundamental problem with globalization is the management of cultural differences.
- (a) Distinguish **TWO (2)** types of management culture using an example. (10 marks)
- (b) Compare **THREE (3)** types of hypercultural competence. (15 marks)

– END OF QUESTIONS –