



**UNIVERSITI TUN HUSSEIN ONN MALAYSIA**

**FINAL EXAMINATION  
SEMESTER II  
SESSION 2018/2019**

COURSE NAME : TECHNOLOGY AND CULTURE  
COURSE CODE : BPB 22102  
PROGRAMME CODE : BPA  
EXAMINATION DATE : JUNE / JULY 2019  
DURATION : 2 HOURS  
INSTRUCTION : ANSWER ALL QUESTIONS

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THIS QUESTION PAPER CONSISTS OF THREE (3) PAGES

**Q1** (a) Explain your understanding of the relationship between culture and strategy. (3 marks)

(b) The following is an excerpt of a news article on Malaysia Airlines related to the possibility of the national airlines being sold to local and foreign firms.

“Malaysia has received interest from some local and foreign firms to buy national carrier Malaysia Airlines Bhd (MAB), Prime Minister Mahathir Mohamad said on Wednesday. Malaysia was still studying options for the financially troubled flagship carrier, he told reporters. “There are certain parties who are interested to buy (the airline), so we don’t reject (the possibility of selling),” he said, without disclosing the names of the firms.

The government will consider whether to change the airline’s management, downsize or expand it, Mahathir said. “Although we hired foreign management, MAS still faced losses. Therefore, one of the options is to sell,” he said, referring to Malaysia Airlines by its former acronym MAS.

The airline has had two foreign CEOs leave before the end of their contracts since it was taken private by sovereign wealth fund Khazanah Nasional in 2014. Last week, Mahathir said the government was considering whether to shut, sell or refinance the airline, and that a decision would be made soon.”

*(Source: The Straits Times, 2019)*

Consider a situation in which Malaysia Airlines is sold to a foreign firm.

(i) Explain **FOUR (4)** cultural elements of decision making that can influence Malaysia Airlines’ strategy. (10 marks)

(ii) Differentiate **THREE (3)** levels of culture shock that employees of the two firms may experience in cross-cultural adaptation, with illustration. (12 marks)

**Q2** (a) Explain **THREE (3)** secondary mechanisms that can be used to change the culture of an organization. (6 marks)

(b) Differentiate the concept of change between the ‘doing’ orientation of Anglo-Saxon cultures and ‘being’ orientation of Eastern cultures. (8 marks)

(c) Goodr is a startup company based in Atlanta, USA, that aims to improve food access and eliminate waste by providing food management platform that coordinates donation of excess food to charities. Services offered by Goodr are free for nonprofit clients, while other businesses are charged for their waste to

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be managed by the company. The services allow Goodr's clients to assess their waste practices and gain tax benefits from food donations.

- (i) State the growth stage of Goodr. (1 mark)
- (ii) Explain **FOUR (4)** functions of culture in Goodr that can help ensure its success based on **Q2(c)(i)**. (10 marks)

**Q3** (a) Discuss **TWO (2)** elements involved in the process of cultural identification that companies must consider in developing their international marketing strategy, with examples. (10 marks)

(b) Explain **FIVE (5)** cultural problems that a company must consider when conducting a cross-border market research. (15 marks)

**Q4** (a) List **THREE (3)** problems that multinational organizations may face as a result of their cultural diversity. (3 marks)

(b) Explain **FOUR (4)** potential problems of e-mails in cross-cultural communication. (12 marks)

(c) Compare **TWO (2)** methods that company representatives with different native languages can use when communicating with each other. (10 marks)

**-END OF QUESTIONS-**