

KIBABII UNIVERSITY



**UNIVERSITY EXAMINATIONS
MAIN EXAMS**

2022/2023 ACADEMIC YEAR

FIRST YEAR SECOND SEMESTER

FOR THE DEGREE OF BACHELOR OF COMMERCE

COURSE CODE: BCH 361 E

COURSE TITLE: CULTURE MANAGEMENT

DATE: 21/04/2023

TIME: 9:00-11:00AM

INSTRUCTIONS TO CANDIDATES

- 1) Answer Question **ONE**(Compulsory) and **ANY OTHER TWO** Questions
 - 2) Candidates must hand in their answer booklets to the invigilator while in the examination room
 - 3) Credit is given for legibility, clarity and use of relevant examples
 - 4) Question **ONE** is **30 marks** while Questions **2-5** carry **20 marks** each
 - 5) Clearly write your **Registration Number** on each answer sheet used
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TIME: 2 Hours

KIBU observes ZERO tolerance to examination cheating

QUESTION ONE

Read the case study provided below and answer the following questions

Do not throw your meishi!

Some time ago the Competitiveness Division of the Department of Trade and Industry (DTI) in the British government commissioned research on British small and medium-sized enterprises (SMEs) that had managed to set up successful businesses in Japan, one of the toughest (though lucrative) global markets to break into for foreign firms. Numerous success stories from the study show how some firms managed to adapt to the differences in culture, society, and business practices that can act as barriers to foreign firms. But there are also numerous tales of the blunders that some managers made that undermined their efforts to establish themselves in Japan.

Meishi is Japanese for “business card,” but has a deeper significance in Japan than elsewhere as a representation of the employee’s allegiance to and respect for his or her company. The strong emphasis placed on loyalty and obligation between employees and their firms, lifetime employment based on a moral contract (rather than a price-based contract), and a manager’s position as a member of a collective all have a strong influence on his (sometimes her) behaviour when interacting with others. Kaisha-in literally means “company person,” but it also denotes the individual as a representative of “our company” in the sense of a shared group consciousness. The company name comes first, before the individual’s name on the meishi and when making introductions. The exchange of meishi also establishes relative rank within the strict corporate and social hierarchy and therefore guides the correct behaviour and even form of language used for interacting. Overall for the Japanese exchanging, meishi is an important symbolic ritual.

A senior technology manager from Scotland on his first assignment to Japan was attempting to establish a strategic alliance with a local firm as a starting point for marketing and selling his firm’s products locally. In his first meeting he faced six senior executives from the Japanese firm, ranged across a board room table traditionally in order of seniority. Almost the first act of

the Scottish manager was to throw his newly printed meishi across the table to each of the Japanese executives in turn!

There is no way of knowing how significant this single act was in undermining this firm's market entry in Japan. It failed in its attempt to forge an alliance with this particular Japanese firm and with others, eventually leading it to abandon its attempts. What we can say for certain is that a small amount of preparation by this manager to build even a basic understanding of business etiquette in Japan would have improved this company's chances of building a successful business in Japan.

The overall study, including 30 detailed case studies of successful British firms in Japan, demonstrates very clearly that managers need to understand the cultural and social norms that underpin business practices in different countries if they are going to do business in those countries. The lesson applies to firms engaged in cross-border mergers and alliances, expanding into new markets through foreign direct investment activities, or even at the simple level, when hiring new recruits from overseas, outsourcing to foreign countries, or selling products and services abroad. Cultural awareness is critical to making business relationships work, at the face-to-face level or at the company-to-company level.

Sources: S. Collinson, Small and Successful in Japan: A Study of 30 British Firms in the World's Most Competitive Market (London: Avebury Press, Ashgate Publishing Group, 1996); C. Nakane, Japanese Society (Tokyo: Charles E. Tuttle, 1973).

- i) Explain what kinds of broad cultural differences we are likely to find between the Japanese and the British.
- ii) Describe the impression you think the Scottish engineer made on the Japanese executives
- iii) Explain the steps could the Scottish firm have taken to avoid this kind of mistake

SECTION B (STUDENTS TO CHOOSE)

QUESTION TWO

- a. Critically analyze the key the issues to be kept in mind while negotiating internationally
(10 Marks)

- b. Explore three barriers to intercultural communication and suggest ways of overcoming the barriers identified **(10 Marks)**

QUESTION THREE

- a. Explain the factors affecting team building across cultures **(10 Marks)**
b. Explain how to harness culture to promote an effective integration **(10 Marks)**

QUESTION FOUR

- a. The relationship between culture and international business has its rough patches. As a manager of a global firm discuss the international business and cross-cultural challenges encountered **(10 Marks)**
b. An increasing number of companies are now taking to social media, thanks to proliferation of Facebook and Twitter, Firstly, Facebook allows you to post fun stuff on your corporate page while Twitter helps reach out to clients and business associates speedily. It also helps companies listen to their customers- both satisfied and unhappy. In so doing explain the social media etiquette that should be embraced in dealing with clients **(10 Marks)**

QUESTION FIVE

- a. Charity, education and all the good stuff starts at home, so does workplace etiquette. As a manager of a modern company describe five measures you can employ for improving workplace etiquette **(10 Marks)**
b. Explain basic issues involved in recruiting and selecting managers for foreign assignments **(10 Marks)**