

**QUESTION 2 OF 312**

**DLMINTIM01\_E\_MC\_leicht/Lektion 01**



**In which country did Starbucks fail, largely due to misunderstanding the**

**cultural significance of the coffee shop as a community meeting place?**

**Select one:**

**Germany**

**Canada Australia**

**United Kingdom**



**The correct answer is: Australia**



**QUESTION 5 OF 312**

**DLMINTIM01\_E\_MC\_leicht/Lektion 01**



**Who referred to culture as "the collective programming of the mind which**

**distinguishes the members of one human group from another"?**

**Select one:**

**Trompenaars and Hampden-Turner**

**Kluckhohn and Strodtbeck Hofstede**

**Adler**



**The correct answer is: Hofstede**



**QUESTION 7 OF 312**

**DLMINTIM01\_E\_MC\_leicht/Lektion 01**



**What is the name of the large scale study of cultural, leadership and**

**organizational practices initiated in the early 1990s?**

**Select one:**

**CIRCLE project**

**SPHERE project GLOBE project PLANET project**



**The correct answer is: GLOBE project**



**QUESTION 18 OF 312**

**DLMINTIM01\_E\_MC\_mittel/Lektion 01**



**How are cultural groups that tend to require more explicit verbal**

**communication in order to understand messages described?**

**Select one:**

**Medium-context cultures**

**Context-free cultures Low-context cultures High-context cultures**



**The correct answer is: Low-context cultures**



**QUESTION 20 OF 312**

**DLMINTIM01\_E\_MC\_mittel/Lektion 01**



**What is the approach that posits that culture is embedded in the norms and**

**values held by the collective referred to as?**

**Select one:**

**Culture-orientation**

**Context-orientation Communication-orientation Values-orientation**



**The correct answer is: Values-orientation**



**QUESTION 28 OF 312**

**DLMINTIM01\_E\_MC\_schwer/Lektion 01**



**What term is used to describe the way in which a culture's perception of time**

**affects communication?**

**Select one:**

**polychronics**

**temporal dynamics proxemics chronemics**



**The correct answer is: chronemics**



**QUESTION 32 OF 312**

**DLMINTIM01\_E\_MC\_schwer/Lektion 01**



**In the context of culture, what is ascription?**

**Select one:**

**The collective programming of norms and values from a national culture**

**The making of cultural assumptions according to stereotypes rather than authentic cultural characteristics**

**The placement of status according to particular personal features (e.g. age, social class) rather than achievement**

**The process of collecting cultural characteristics during the early years of one's life**



**The correct answer is: The placement of status according to particular personal features (e.g. age, social class) rather than achievement**



**QUESTION 36 OF 312**

**DLMINTIM01\_E\_MC\_leicht/Lektion 02**



**The practice of relocating production facilities to an overseas location is**

**referred to as …**

**Select one:**

**outsourcing.**

**off-shoring. re-shoring.**

**overseas acquisition.**



**The correct answer is: off-shoring.**



**QUESTION 38 OF 312**

**DLMINTIM01\_E\_MC\_leicht/Lektion 02**



**Which of these was not identified by Charles Handy as one of the four**

**broad categories of corporate culture?**

**Select one:**

**Role culture**

**Entrepreneurial culture Power culture**

**Task culture**



**The correct answer is: Entrepreneurial culture**



**QUESTION 44 OF 312**

**DLMINTIM01\_E\_MC\_leicht/Lektion 02**



**What does the term "ethnocentricity" mean?**

**Select one:**

**The tendency for cultural norms and values to dominate a person's character.**

**The belief that all cultures, despite their differences, share a number of common characteristics.**

**The belief that one's own culture is superior to others cultures.**

**The tendency for different cultures and societies to become more similar.**



**The correct answer is: The belief that one's own culture is superior to others cultures.**



**QUESTION 50 OF 312**

**DLMINTIM01\_E\_MC\_mittel/Lektion 02**



**According to Edgar Schein, the physical characteristics of the office building**

**and work spaces are examples of which major influence on corporate culture?**

**Select one:**

**hygiene factors**

**symbols and behaviors problem-solving processes power distribution**

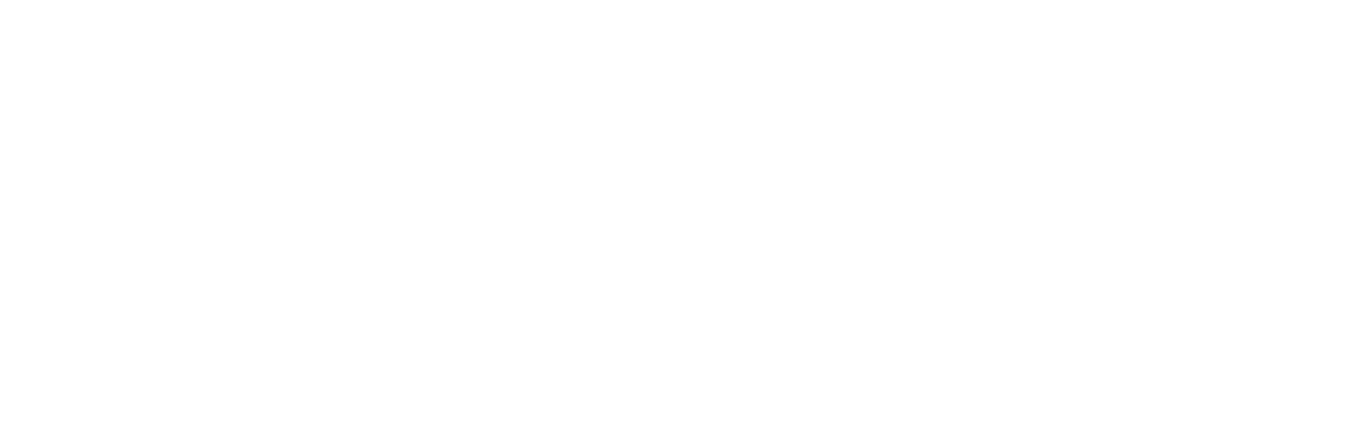


**The correct answer is: symbols and behaviors**



**QUESTION 54 OF 312**

**DLMINTIM01\_E\_MC\_mittel/Lektion 02**



**According to the International Development Inventory (IDI), what term is**

**used to describe disinterest in and avoidance of other cultures, working with broad stereotypes and cultural generalizations, normally associated with members of dominant cultures?**

**Select one:**

**Disregard**

**Denial Displacement Dominance**

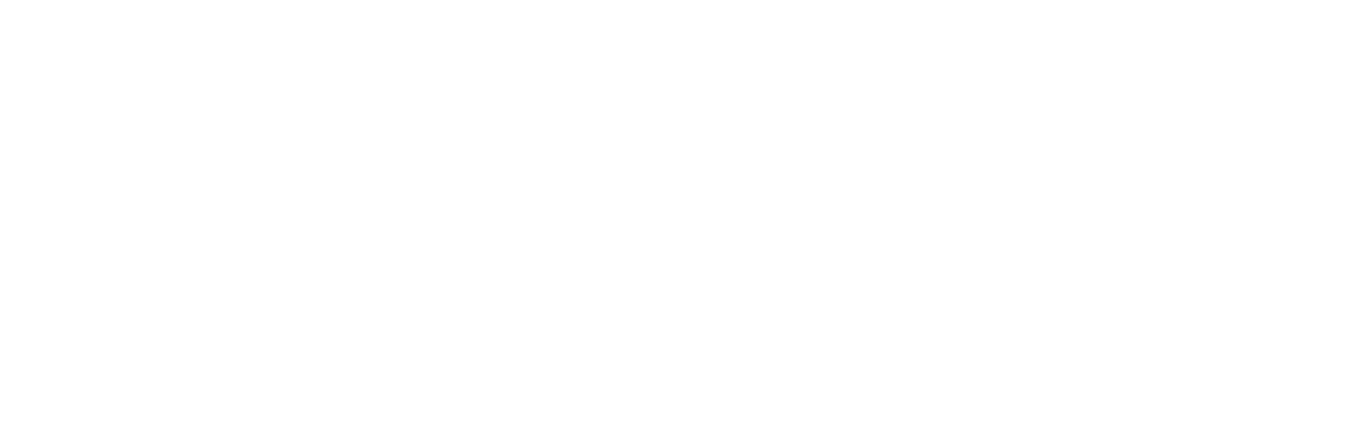


**The correct answer is: Denial**



**QUESTION 58 OF 312**

**DLMINTIM01\_E\_MC\_schwer/Lektion 02**



**Deresky describes legal systems across the world as being derived from**

**three core legal systems.**

**Which of these four legal systems is not one of those three core legal systems?**

**Select one:**

**Martial Law**

**Common Law Civil Law Islamic Law**



**The correct answer is: Martial Law**



**QUESTION 60 OF 312**

**DLMINTIM01\_E\_MC\_schwer/Lektion 02**



**Corporate culture and national culture are frequently consistent with each**

**other on a number of cultural dimensions.**

**Which of these cultural dimensions showed the greatest level of overlap?**

**Select one:**

**sequential - synchronous time**

**internal direction - external direction achievement - ascription**

**neutral - affective**



**The correct answer is: achievement - ascription**



**QUESTION 70 OF 312**

**DLMINTIM01\_E\_MC\_leicht/Lektion 03**



**According to McFarlin and Sweeney, which of these leadership attributes is**

**viewed negatively across all cultures?**

**Select one:**

**Risk-taking**

**Individualism Ruthlessness Ambition**



**The correct answer is: Ruthlessness**



**QUESTION 72 OF 312**

**DLMINTIM01\_E\_MC\_leicht/Lektion 03**



**Which of Likert's systems of leadership consists of management making the**

**final decision, but with employees involved in the generation of ideas and the decision-making process?**

**Select one:**

**Benevolent Authoritative**

**Consultative Participative**

**Exploitative Authoritative**



**The correct answer is: Consultative**



**QUESTION 74 OF 312**

**DLMINTIM01\_E\_MC\_leicht/Lektion 03**



**Which of these countries is most likely to take a contingency planning**

**approach to the avoidance of problems?**

**Select one:**

**Russia**

**United Kingdom China**

**Japan**



**The correct answer is: United Kingdom**



**QUESTION 84 OF 312**

**DLMINTIM01\_E\_MC\_mittel/Lektion 03**



**According to McFarlin and Sweeney, which leadership style is likely to be**

**most suitable in a collectivist culture such as Taiwan?**

**Select one:**

**Achievement-oriented**

**Consultative Participative Directive**



**The correct answer is: Directive**



**QUESTION 86 OF 312**

**DLMINTIM01\_E\_MC\_mittel/Lektion 03**



**In Thomas and Kilmann's model of conflict handling, what is the name given**

**to the approach that is low in both assertiveness and in co-operativeness?**

**Select one:**

**Avoiding**

**Collaborating Competing Accommodating**

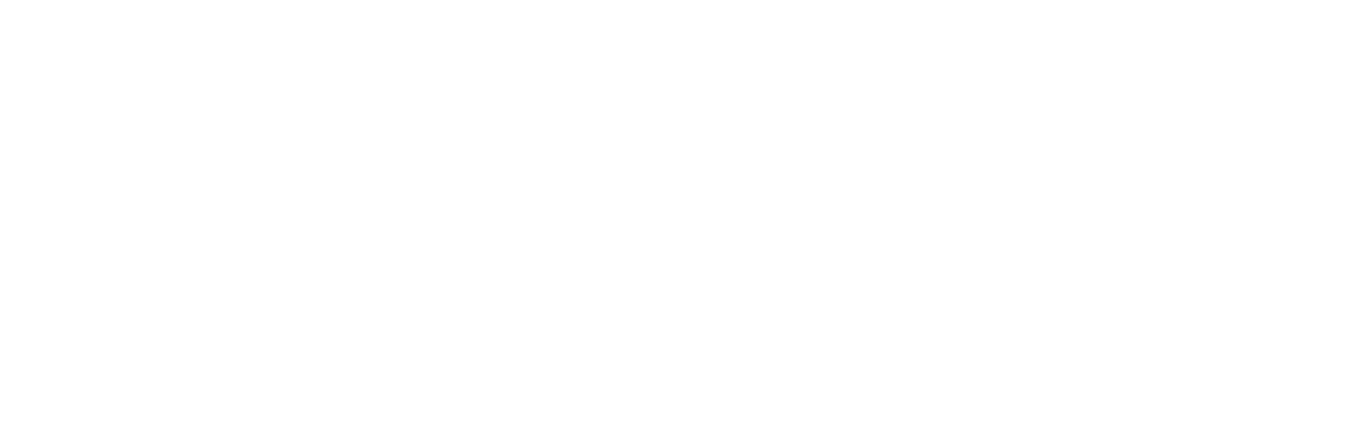


**The correct answer is: Avoiding**



**QUESTION 90 OF 312**

**DLMINTIM01\_E\_MC\_schwer/Lektion 03**



**To what does the term "exclusion-inclusion paradox" (Daubner-Siva,**

**Vinkenburg & Jansen, 2017) refer, when applied to the workplace?**

**Select one:**

**The notion that by promoting diversity in the workplace will cause others to become excluded**

**The attempt to balance diversity management with talent management when hiring and promoting staff**

**The attempt to include cultural groups who have previously felt alienated in the workplace**

**The mixed feelings of inclusion and exclusion experienced by minority groups in the workplace**



**The correct answer is: The attempt to balance diversity management with talent management when hiring and promoting staff**



**QUESTION 96 OF 312**

**DLMINTIM01\_E\_MC\_schwer/Lektion 03**



**Which of these countries is an identifying culture, characterized by a fear of**

**failure which is identified with the individual themselves?**

**Select one:**

**USA**

**Netherlands Australia Germany**



**The correct answer is: Germany**



**QUESTION 100 OF 312**

**DLMINTIM01\_E\_MC\_leicht/Lektion 04**



**Why might the American giant Wal-Mart, with a distinct strategy focusing on**

**low cost and high volume, be likely to face cultural resistance in the Asian market?**

**Select one:**

**Because of anti-American sentiment in the Asian countries**

**Because low cost is seen as a reflection of low quality and commitment Because there is a lot of competition from other low cost, high volume retailers Because of trade barriers and regulatory restrictions**



**The correct answer is: Because low cost is seen as a reflection of low quality and commitment**



**In which of these countries are there strict protocols for the involvement of**

**workers’ representatives in any major decisions or changes in the workplace?**

**Select one:**

**USA**

**India Japan France**



**QUESTION 106 OF 312**

**DLMINTIM01\_E\_MC\_leicht/Lektion 04**

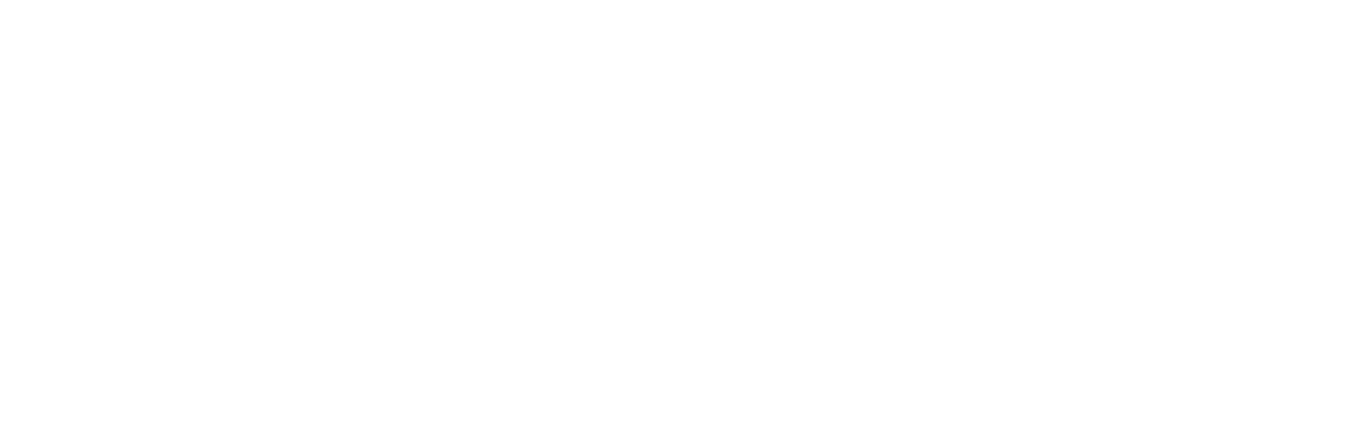


**The correct answer is: France**



**QUESTION 110 OF 312**

**DLMINTIM01\_E\_MC\_leicht/Lektion 04**



**What is the name given to the approach where the parent company take**

**account of the different culture and operating environment experienced by employees in other locations, and modifies their HRM approach to better suit local needs and preferences?**

**Select one:**

**polymorphic**

**polycyclic polygenic polycentric**



**The correct answer is: polycentric**



**QUESTION 114 OF 312**

**DLMINTIM01\_E\_MC\_mittel/Lektion 04**



**In which country would an advertising campaign for a product be most**

**effective if emphasizing facts and figures that demonstrate the rationale for buying the product?**

**Select one:**

**Japan**

**Russia Sweden Germany**



**The correct answer is: Germany**



**QUESTION 116 OF 312**

**DLMINTIM01\_E\_MC\_mittel/Lektion 04**



**In which country would an advertising campaign for a product be most**

**effective if it focused on the benefits of a product in terms of how it might help to solve a problem for an individual?**

**Select one:**

**China**

**Spain Singapore United Kingdom**



**The correct answer is: United Kingdom**



**QUESTION 122 OF 312**

**DLMINTIM01\_E\_MC\_schwer/Lektion 04**



**Typically, what strategic attributes do Japanese companies view as the**

**avenue to competitive success?**

**Select one:**

**The ability to manage risk and respond to external forces**

**The quality of both their product and their relationship with their customers The ability to be innovative and responsive to change**

**The low price and high availability of their products**



**The correct answer is: The quality of both their product and their relationship with their customers**



**QUESTION 126 OF 312**

**DLMINTIM01\_E\_MC\_schwer/Lektion 04**



**Which feature of employment conditions is least likely to be seen in a high**

**power-distance culture?**

**Select one:**

**expectation that employees should be involved in decision making**

**tolerance for inequality in the workplace remuneration based on position in the hierarchy less likely to challenge decisions coming from above**



**The correct answer is: expectation that employees should be involved in decision making**



**QUESTION 130 OF 312**

**DLMINTIM01\_E\_MC\_leicht/Lektion 05**



**Which of these is the traditional Anglo-American approach to corporate**

**governance?**

**Select one:**

**stakeholder approach**

**CSR approach transparency approach shareholder approach**



**The correct answer is: shareholder approach**



**QUESTION 134 OF 312**

**DLMINTIM01\_E\_MC\_leicht/Lektion 05**



**What are the additional communication signals contained in such things as**

**tone of voice, physical signals, body language, physical proximity and other attitudes or expressions commonly labelled as?**

**Select one:**

**mono-communication**

**meta-communication meso-communication mega-communication**



**The correct answer is: meta-communication**



**QUESTION 140 OF 312**

**DLMINTIM01\_E\_MC\_leicht/Lektion 05**



**In an intercultural team, members from which country are most likely to**

**expect all team members to be treated as equals rather than to each hold positions within a hierarchy?**

**Select one:**

**Australia**

**India Korea Japan**



**The correct answer is: Australia**



**QUESTION 144 OF 312**

**DLMINTIM01\_E\_MC\_mittel/Lektion 05**



**What term did Enderle (2014) use to describe the situation in a multinational**

**company where ethical standards originate from both the home country and the foreign country in order to gain mutual advantage?**

**Select one:**

**ethics of convenience**

**ethics of reciprocity ethics of partnership ethics of synergy**



**The correct answer is: ethics of reciprocity**



**QUESTION 148 OF 312**

**DLMINTIM01\_E\_MC\_mittel/Lektion 05**



**Which of these words is best used to describe communication when it is**

**characterized by different shades or levels of meaning or expression?**

**Select one:**

**subtle**

**eccentric nuanced balanced**



**The correct answer is: nuanced**



**QUESTION 156 OF 312**

**DLMINTIM01\_E\_MC\_schwer/Lektion 05**



**In which of these countries is a first meeting least likely to use first names**

**and include light-hearted small-talk?**

**Select one:**

**United Kingdom**

**Germany Netherlands USA**

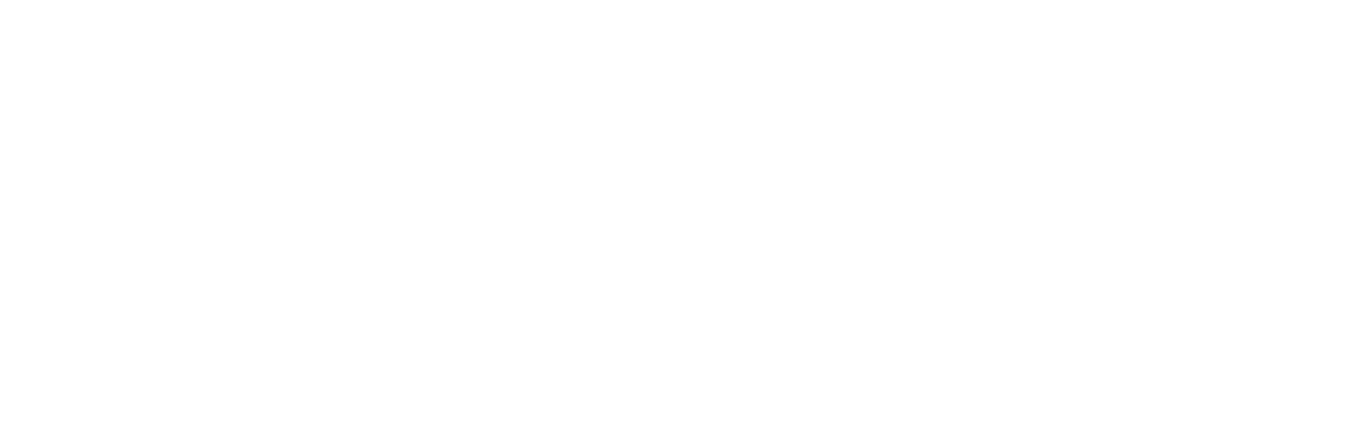


**The correct answer is: Germany**



**QUESTION 158 OF 312**

**DLMINTIM01\_E\_MC\_schwer/Lektion 05**



**What is the term used to describe the phenomenon where group work is**

**sometimes poorly executed because individual team members put in less effort or commitment to the endeavors of the group than if they were working on their own?**

**Select one:**

**social loafing**

**time wasting institutional paralysis**

**lowest common denominator**



**The correct answer is: social loafing**



**QUESTION 166 OF 312**

**DLMINTIM01\_E\_MC\_leicht/Lektion 06**



**On which of Hofstede's six value dimensions of culture does the USA score**

**most highly?**

**Select one:**

**uncertainty avoidance**

**masculinity**

**indulgence**

**individualism**



**The correct answer is: individualism**



**QUESTION 170 OF 312**

**DLMINTIM01\_E\_MC\_leicht/Lektion 06**



**When meeting Chinese business counterparts for the first time, which of**

**these actions should be avoided?**

**Select one:**

**shaking hands**

**exchanging business cards giving a gift to the Chinese group**

**looking the other person in the eye**



**The correct answer is: looking the other person in the eye**



**QUESTION 163 OF 312**

**DLMINTIM01\_E\_MC\_leicht/Lektion 06**



**Which of these criteria is generally the most likely to gain respect for a**

**manager or leader in a German business?**

**Select one:**

**age and seniority**

**knowledge and expertise charisma and motivational skills**

**entrepreneurship and business success**



**The correct answer is: knowledge and expertise**



**QUESTION 178 OF 312**

**DLMINTIM01\_E\_MC\_mittel/Lektion 06**



**Which of Hofstede's six value dimensions of culture is most closely**

**associated with pursuit of the American dream?**

**Select one:**

**long-term avoidance**

**individualism indulgence masculinity**



**The correct answer is: individualism**



**QUESTION 182 OF 312**

**DLMINTIM01\_E\_MC\_mittel/Lektion 06**



**How is inequality perceived in Chinese business culture?**

**Select one:**

**unethical**

**regrettable inevitable ambiguous**



**The correct answer is: inevitable**



**QUESTION 184 OF 312**

**DLMINTIM01\_E\_MC\_schwer/Lektion 06**



**On which of Hofstede's six value dimensions of culture do Germany and**

**China have the greatest difference in scores?**

**Select one:**

**uncertainty avoidance**

**masculinity individualism power-distance**



**The correct answer is: power-distance**



**QUESTION 192 OF 312**

**DLMINTIM01\_E\_MC\_schwer/Lektion 06**



**In Chinese business, what is the underlying allegiance to a person’s work**

**group referred to as?**

**Select one:**

**dan wei**

**kanban kaizen guanxi**



**The correct answer is: dan wei**



**QUESTION 194 OF 312**

**DLMINTIM01\_E\_Offen\_leicht/Lektion 01**



**Describe three ways in which the iceberg model of culture distinguishes between explicit and implicit aspects of culture.**

2 marks for each valid distinction made:

explicit culture observable/surface level aspects (top of the iceberg), implicit culture under the surface, unseen

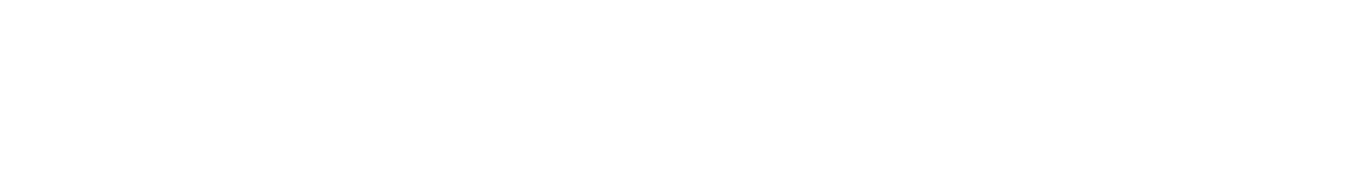
explicit culture represents about 10% of cultural behavior, implicit culture represents about 90% of cultural behavior

explicit culture includes traditions, customs, visible behaviors, food, music, art etc., implicit culture includes values, beliefs, assumptions, attitudes to time, space, environment, power, etc



**QUESTION 196 OF 312**

**DLMINTIM01\_E\_Offen\_leicht/Lektion 01**



**One of the cultural value dimensions identified by Hofstede is the Power- Distance index.**

**Give three examples of differences between cultures with high and low levels of power distance.**

2 marks each for any of the following points, max 3 points: inequality is minimized (low) vs inequality is inevitable (high)

hierarchy only used if convenient (low) vs hierarchy natural reflection of natural differences

superiors and subordinates same kind of people (low) vs superiors are different to subordinates (high)

no status symbols (low) vs status symbols a reflection of power (high) subordinates consulted (low) vs subordinates instructed (high) respect for individuality (low) vs respect for authority (high)

management via resourceful democracy (low) vs management via benevolent autocracy



**QUESTION 200 OF 312**

**DLMINTIM01\_E\_Offen\_mittel/Lektion 01**



**In the 1960s, Kluckhohn and Strodtbeck contributed to the development of cultural theory by taking a values-oriented approach to the definition of culture, positing that culture is embedded in the norms and values held by the collective.**

**Briefly describe three of the five dimensions of culture that they identified as a result of their study of European and American cultures.**

1. **marks for each point, max 3 points:**

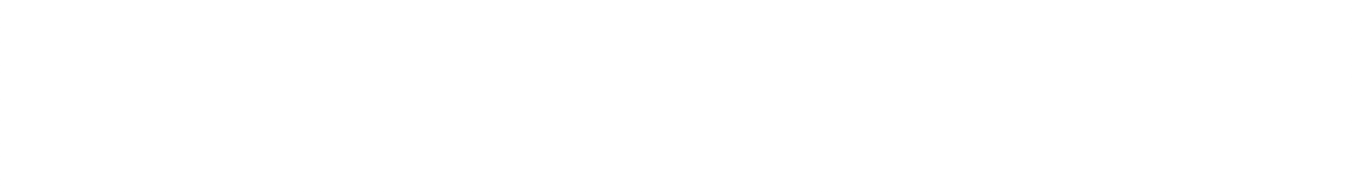
Human nature, the essence of a person, their inherent goodness or badness; Nature, the relationship people have with the world around them;

Other people, the relationship people have with the society and people around them; Doing and Being, how people perceive what they do and the essence of their being; Time, the relationship people have with the notion of time.



**QUESTION 202 OF 312**

**DLMINTIM01\_E\_Offen\_mittel/Lektion 01**



**Thomas and Inkson describe cultural intelligence as consisting of three overlapping components - knowledge, mindfulness and skills.**

**In the context of cultural intelligence, briefly describe each of these three components.**

1. **marks for each description.**

knowledge - of what culture is, how cultures vary and how behavior is impacted by culture; mindfulness - being able to read situations in a reflective and creative manner;

skills - being able to combine knowledge and mindfulness to develop cross-cultural skills that are appropriate in different intercultural settings.



**QUESTION** 204 **OF 312**

**DLMINTIM01\_E\_Offen\_schwer\_F1/Lektion 01**



**Trompenaars and Hampden-Turner refer to layers of culture, likening culture to an onion consisting of three layers.**

**With reference to the analogy of the onion, describe two features of each of these three layers of culture and how the layers are arranged in the onion.**

6 marks for description of layers of onion (2 marks for each layer): basic assumptions at the core;

middle layer made up of norms and values;

outer layer consisting of artifacts and products.

4 marks for description of artifacts and products, 2 marks each for any 2 of the following points:

visible manifestations of the culture;

examples physical buildings, monuments, food, language, art, music; symbolic representations of the culture that lies within.

4 marks for description of norms and values, 2 marks each for any 2 of the following points:

norms provide guidelines for what is deemed normal behavior;

values provide sense of what behavior is good or bad, or should be aimed for; norms and values can sometimes be in conflict with each other.

4 marks for description of basic assumptions, 2 marks each for any 2 of the following points:

unexamined beliefs and cultural notions of which the individual is only partially aware; more difficult to identify and quantify;

developed by a culture over a long period of time;

developed by a culture in response to the their specific physical environment.



**QUESTION** 208 **OF 312**

**DLMINTIM01\_E\_Offen\_schwer\_F1/Lektion 01**



**The GLOBE project uncovered geographical clusters or patterns around nine cultural value dimensions.**

**Briefly describe six of these cultural value dimensions.**

18 marks. 3 marks for each point, maximum of 6 points covered.

1. **Uncertainty avoidance – the extent to which people rely on social norms, rules and procedures to cope with uncertainty.**
2. **Assertiveness – the extent to which people are assertive in their relationships with others.**
3. **Gender differentiation – the extent to which gender differences and inequality are present in a group.**
4. **Performance orientation – the extent to which performance and improvement are valued and rewarded in a group.**
5. **Humane orientation – the extent to which humane characteristics such as kindness, fairness and generosity are valued in a group.**
6. **In-group collectivism – the extent to which people are proud, committed and loyal to groups or organizations.**
7. **Institutional collectivism – the extent to which people value collective action and the sharing and fair distribution of resources amongst the members of a group.**
8. **Power distance – the extent to which people in a group accept differences in status, authority and power.**
9. **Future orientation – the extent to which people have a future-oriented approach to time, through planning and deferred gratification.**



**QUESTION 214 OF 312**

**DLMINTIM01\_E\_Offen\_leicht/Lektion 02**



**Describe three examples of the trend against globalization in recent years.**

2 marks for each point made, max 3 points: protectionist policies;

the rise of nationalism, countries wanting to bring activity back home;

increase in trade barriers, tariffs, penalties;

political extremism causing resistance to other cultures; Example of BREXIT in the UK;

Example of Trump's protectionist policies in the USA;

previous advantages (cheap labour, resources, new markets) being less significant; Tension over resources such as gas, oil creating barriers, sanctions, supply issues (e.g. countries privatizing their energy resources);

criticism over impact of globalization on less developed nations (treatment of labour, environment etc.) causing reputational issues.



**QUESTION 216 OF 312**

**DLMINTIM01\_E\_Offen\_leicht/Lektion 02**



**Edgar Schein proposed that a manager, in order to gain a better understanding of their corporate culture, should observe and consider the "power distribution" and "problem-solving processes" of the organization. Explain the concepts of "power distribution" and "problem-solving processes" in a corporate culture.**

1. **marks for each explanation:**

Power distribution – examining the power dynamics and structures, finding out who really exercises power and control in the organization and the mechanisms used to achieve and maintain that position, understanding the systems in place for sanctions and rewards.

Problem-solving processes – understanding how the organization reacts to and solves problems (e.g. proactive or reactive), the level of preparedness and willingness to embrace challenges and change.



**Contrast the three legal systems from which most legal systems across the world are derived.**

2 marks for each point;

Common law – where previous legal decisions act as a precedent for the current interpretation of the law, a system seen in the USA and most countries with an English origin and history; Civil law – where a comprehensive set of rules and regulations exist, and legal processes are based on their interpretation, a system seen in most of Europe and Japan;

Islamic law – where laws and conventions for all aspects of life are based on religious beliefs, a system seen in Islamic countries, usually in combination



**QUESTION 220 OF 312**

**DLMINTIM01\_E\_Offen\_mittel/Lektion 02**



**QUESTION** 222 **OF 312**

**DLMINTIM01\_E\_Offen\_mittel/Lektion 02**



**Describe three areas of intercultural competence which appear to have the most significant impact on the success (or failure) of a CEO to meet their objectives in an intercultural environment.**

1. **marks for each description, max 3 points given;**

Cultural self-awareness – being aware of one’s own cultural identity and the influence this has the perception of other cultures in the business setting.

Cultural sensory perception – being able to sense and understand where cultural differences are significant and are having an influence on the business.

Open-mindedness – being able to avoid cultural bias and accept the potential validity of different types of behavior, thinking and philosophy across the business environment.

Global perspective – being able to see the business as truly global or international, rather than as primarily a domestic entity that also operates in other countries.

Adaptability – being able to modify strategy, communication, and behavior as appropriate to the particular cultural circumstances.



**QUESTION** 226 **OF 312**

**DLMINTIM01\_E\_Offen\_schwer\_F1/Lektion 02**



**Explain why businesses should carry out political risk assessments before and while operating in an overseas location, and describe five of the typical political risk events that a business needs to consider.**

3 marks for general description of why political risk assessments are essential - to expedite risks and minimize financial losses, using strategies such as avoiding a country, adapting to a particular political environment, creating a dependency relationship with the host nation or hedging against potential impacts.

3 marks for each political risk event identified/described, max 5 points made:

Change in political regime - causing potential changes in the business operating environment Political conflict - causing internal conflict, civil war, unrest. danger for employees Expropriation - corporate assets being claimed or seized by a government without appropriate levels of compensation.

Forced sale – assets or equity having to be sold to host-country nationals at a rate below a fair value.

Discriminatory treatment - foreign firms being treated unfairly in the application of regulations or laws

Barriers to repatriation of funds – companies being unable to move profits or equity out of a country.

Loss of technology or other intellectual property - patents, trademarks, or trade names being lost to the government of a country.

Management interference – government or other official bodies having the right to interfere in decision making processes.

Dishonesty - government officials acting in a dishonest manner, from cancelling or altering contractual agreements to extortion and bribery demands.



**QUESTION** 227 **OF 312**

**DLMINTIM01\_E\_Offen\_schwer\_F1/Lektion 02**



**Describe six ways in which the rapid developments and continuing innovations in technology, information and connectivity have had an impact on the global business environment.**

3 marks for each point, max 6 points made: elimination of geographical borders;

erosion of cultural differences with impact of on-line content;

availability of B2B platforms across geographical boundaries; availability of customers in any location through B2C platforms; impact of social media on influencing stakeholders across the globe; new global culture, particularly amongst younger age groups;

impact of technology on workplace productivity (e.g. automation, robots, AI) reducing the need for cheap labour;

Increase in information flows and availability of data for use in market research and forecasting trends;

Businesses under far greater global scrutiny from consumers and commentators; Opportunities and risks in promotional activity through on-line media;

Skills shortage in information and knowledge industries;

Risks over protection of intellectual property rights, pirating and copying; Risks of cyber crime and terrorism;

Constant change requiring continual adaptation and development.



**QUESTION 234 OF 312**

**DLMINTIM01\_E\_Offen\_leicht/Lektion 03**



**What is the difference between cross-national diversity and intra-national diversity in the context of the workplace?**

3 marks for each description:

cross-national diversity - the integration of employees from both the parent nation and from the other countries within which it operates into the overall organization;

intra-national diversity - catering for the diverse interest groups, ethnicities, religions etc. with whom employees interact in a particular country within which the organization operates.





**Identify six dimensions of diversity by which people are unfairly judged or treated in the workplace.**

**QUESTION 233 OF 312**

**DLMINTIM01\_E\_Offen\_leicht/Lektion 03**

1 mark for each valid point made, maximum 6 points:

gender inequality

religion

ethnicity

sexual orientation

age

disability

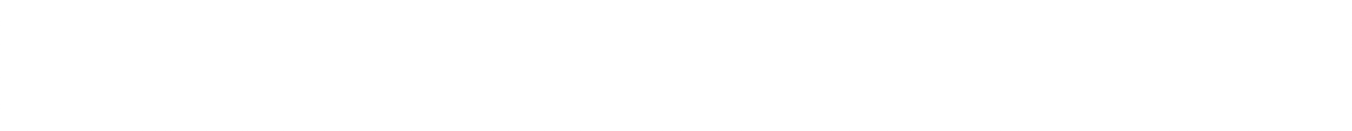
Lifestyle or life situation

culture



**QUESTION 238 OF 312**

**DLMINTIM01\_E\_Offen\_mittel/Lektion 03**



**Describe three differences in the status of gender equality in the USA and Japan.**

2 marks for each point made, maximum 3 points:

In the USA, almost one half of all professional and managerial positions are now held by female employees. This compares to just over 15 per cent in Japan

Japan's poor gender equality is a reflection of the traditional view that women are subordinate to men, especially in the world of work. In the USA the view is that both sexes are equal.

USA legislation regarding gender equality is strongly enforced. Japan, despite introducing legislation regarding gender equality, still struggles to enforce it.

In USA status and position are based on individual achievement and worth. In Japan, status is based on traditional values of hierarchy, age and gender.



**QUESTION 240 OF 312**

**DLMINTIM01\_E\_Offen\_mittel/Lektion 03**



**Distinguish between task-oriented and relationship-oriented leadership styles.**

1. **marks for description of task-oriented leadership:**

* **technical leadership skills in planning, processes, procedures, goal-setting, and providing information.**

3 marks for description of relationship-oriented leadership:

* **personal management skills through motivation, encouragement, empathy, coaching, and concern for employee well-being.**



**QUESTION** 243 **OF 312**

**DLMINTIM01\_E\_Offen\_schwer\_F1/Lektion 03**



**Describe six of the real benefits that authentic diversity management can offer a business.**

3 marks for each point made, maximum 6 points:

innovation and creativity - as people of different backgrounds and cultures work together, each with different perspectives and ideas for developing solutions, the potential for increased creativity and innovation develops

employee engagement - diversity appears as one of the top two factors in employee engagement, leads to an increased sense of belonging, providing the ability to work and innovate with colleagues who have a range of backgrounds and life experiences

business success - diverse organizations more likely to have experienced a growth in market share and more likely to have been successful in a new market than those who did not exhibit these traits

increased cultural awareness - an organization that more clearly resembles the diversity of the customers it is attempting to serve will have a better chance of fully understanding the customer needs

resilience to change and the unexpected - diversity in the workplace has a positive influence on the development of anticipation capabilities, coping capabilities, problem-solving capabilities, adaptation capabilities

improved levels of openness and communication.

marketing opportunities - potential customers (and employees) are increasingly interested in companies that represent diversity

attracting talent - diversity now seen as an important factor for candidates when evaluating potential employees and employment opportunities



**QUESTION** 246 **OF 312**

**DLMINTIM01\_E\_Offen\_schwer\_F1/Lektion 03**



**Describe the four systems of leadership established by Likert in the 1960s, and explain which of these systems are most appropriate to be employed in low and high power-distance cultures.**

Likert's 4 systems - 3 marks for each description (total 12 marks):

Exploitative Authoritative (system 1) – autocratic, decision-making based on hierarchy, top down communication and motivation via sanctions.

Benevolent Authoritative (system 2) – autocratic but also paternalistic, with some interest in the needs of employees and with some input from lower levels in decision-making.

Consultative (system 3) – management make the final decision, but employees are more involved in generation of ideas, communication and the decision-making process.

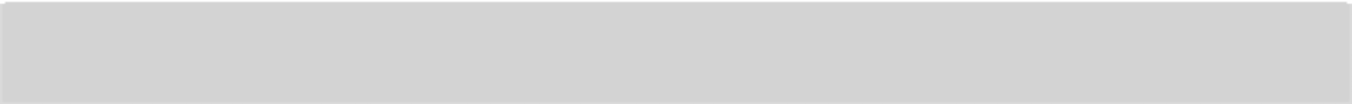
Participative (system 4) – management provide support to employees, team working is the norm, communication flows in all directions and all employees are heavily involved in decision-making.

For low power-distance cultures (3 marks):

* **both systems 3 (consultative) and 4 (participative) are a closer match to the low-power-distance culture**

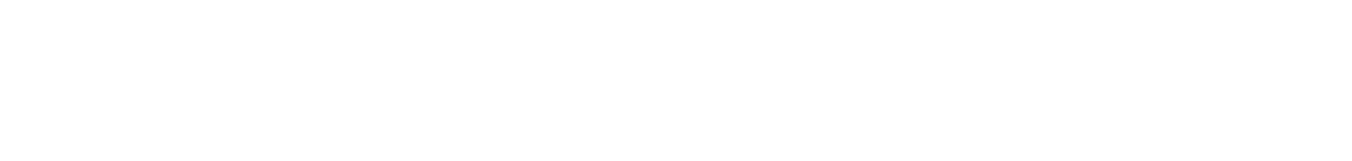
For high power-distance cultures (3 marks):

* **system 2 (benevolent authoritative), is based on autocratic leadership and paternalism and most closely fits with the high-power-distance culture**



**QUESTION 253 OF 312**

**DLMINTIM01\_E\_Offen\_leicht/Lektion 04**



**Briefly explain how Hofstede's cultural value dimensions of individualism versus collectivism and uncertainty avoidance impact the way that business strategy is defined and implemented.**

3 marks for each point:

Individualism versus collectivism (IDV) – the tendency of people to look after themselves (individualism) versus the tendency to feel part of a group (collectivism), will have an influence on the types of strategic goals defined by an organization, from the setting of aggressive, competitive targets to strategic goals for the general benefit of society.

Uncertainty avoidance (UAI) – the extent to which people avoid or embrace ambiguity in their life and social situations, will influence the level of rigor, planning, detail and risk management built into the strategy definition process and the strategic goals themselves.



**QUESTION 256 OF 312**

**DLMINTIM01\_E\_Offen\_leicht/Lektion 04**



**Distinguish between the three approaches of standardization, localization, glocalization when offering products to new markets.**

1. **marks for each point:**

Standardization - some global brands adopt a standardized approach to all aspects of the marketing mix. This is a viable approach where the product has a distinct niche (e.g. luxury brands such as Cartier, Rolex, Louis Vuitton) or where the product is linked with a particular source location (e.g. Rioja wine, French brandy).

Glocalization - other global brands adopt a dual approach, retaining a global brand image whilst making small adjustments to suit local tastes (e.g. McDonalds, Starbucks). Most companies will make some adjustments to packaging and promotion so that they are appropriate to the target market (e.g. Coca Cola, Cadbury’s Chocolate).

Localization - in some cases, a company will localize the marketing strategy completely to meet the needs of each target market.



**QUESTION 260 OF 312**

**DLMINTIM01\_E\_Offen\_mittel/Lektion 04**



**Give two reasons why American cars have failed to sell in large numbers in Japan, despite the fact that Japan is the world’s third largest car market.**

3 marks for each point made, maximum of 2 points made:

partially due to trade restrictions on imports

in greater part this is because of the lack of fit between the American product and the needs of the target Japanese market

Japanese consumers believe that American cars are poor quality and unreliable.

Japanese do not want to drive large American cars in a country where space is at a premium 40 per cent of the cars on the road are extra small Kei cars, built for ease of parking and maneuvering in busy cities

American car companies have failed to create or adjust their products to be a good fit with Japanese consumer demands, instead hoping to sell the same products that are attractive in North America without any modification.



**QUESTION 262 OF 312**

**DLMINTIM01\_E\_Offen\_mittel/Lektion 04**



**Identify two features of the local environment that might make it impossible to implement a uniform corporate approach to HRM across all locations in a multinational organization.**

3 marks for each valid reason given, maximum 2 points made:

local regulatory and legal environments might be different and not be consistent with corporate approach

remuneration and reward systems, including minimum wage requirements and expectations, need to fit within local expectations

different levels and roles of employee representation (e.g. Trade Unions, work councils) may exist in different locations, creating difficulties in negotiation and implementation of working practices in some locations

different countries have different levels of regulation in place that influence how employment processes must be carried out.

different legal regulations may be in place that regulate how companies are expected to comply with diversity in the workplace



**QUESTION 269 OF 312**

**DLMINTIM01\_E\_Offen\_schwer\_F2/Lektion 04**



**Identify six of the challenges organizations experience when attempting to carry out meaningful market research in international locations as a result of cultural differences.**

3 marks for each point made, maximum of 6 points made:

Cost and complexity of carrying out research across borders

Language barriers – both translation and the meaning ascribed to particular words make comparison of responses problematic, because there is no guarantee that respondents have answered the same question.

Sensitivity of questioning – depending on the cultural setting, respondents are more or less likely to reveal particular types of information about themselves.

Research techniques – some research methods (in-depth interviews, focus groups) emanate from cultures where individuals are willing to talk openly and honestly, even about personal matters. These methods do not travel to other cultures where such openness is not a feature. Cultural differences – clearly the way people live, think and behave differs according to the cultural setting, so any research that emanates from one cultural is unlikely to be consistent with every other cultural setting.

Suspicion – different cultures have varying levels of suspicion about who and what the information they give is being used for and therefore are often unwilling to participate. Statistical comparisons – data collected in different locations may not always be comparable because the collection methods and classifications made are often different.

Fragmentation – where organizations carry out autonomous research in different regions, it may be impossible to bring the results together because of different collection methods and approaches.



**QUESTION 271 OF 312**

**DLMINTIM01\_E\_Offen\_schwer\_F2/Lektion 04**



**Identify two factors which companies need to consider in determining their HRM approach in an international environment and present the four strategic options identified by Tayeb that a parent company can take in its approach to international HRM.**

3 marks for each factor identified, maximum 2 factors identified:

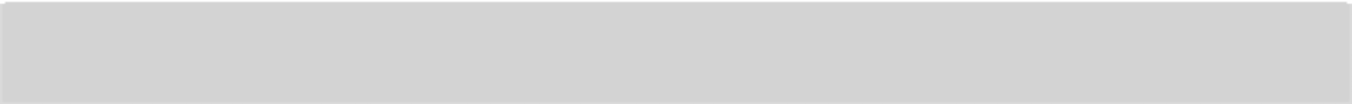
The social environment of the locations in which the parent company is seeking to operate. The political environment of the locations in which the parent company is seeking to operate. The cultural environment of the locations in which the parent company is seeking to operate. The preferred ways of operating in those locations (from the perspective of the subsidiary). The corporate HRM strategy of the parent company.

3 marks for each strategic option identified, maximum 4 options identified:

Ethnocentric – the parent company ignores the local culture and operating environment, and implements the company’s domestic HRM approach across all its international subsidiaries. Polycentric – the parent company take account of the different culture and operating environment experienced by employees in other locations, and modifies the HRM approach to better suit local needs and preferences.

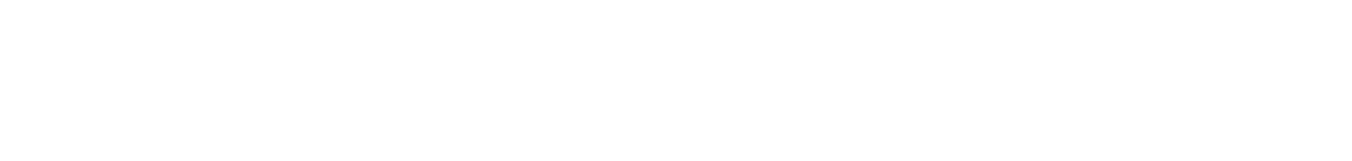
Global – the parent company acknowledges that being global is different, and seeks to create a new organizational culture based on strong cultural synergy by implementing a new global HRM function across the company.

Hybrid – the parent company takes into account the various cultural and environmental characteristics by implementing different HRM approaches for each of its subsidiaries.



**QUESTION 276 OF 312**

**DLMINTIM01\_E\_Offen\_leicht/Lektion 05**



**Describe two potential difficulties that members of intercultural teams who are not fluent in the team's operating language might experience (in addition to not understanding the language).**

3 marks for each difficulty described, maximum 2 points made:

they are likely to feel alienated, frustrated, and incompetent because they are less able to impart their knowledge or opinions on the rest of the group

they become perceived as different, difficult, unwilling to speak and even incompetent their language difficulties are often overlooked as a reason for lack of engagement

when they do attempt to contribute, their efforts are often either ignored, dismissed, or treated with little but token interest

they are often overlooked when allocating roles and responsibilities to members of the group



**QUESTION 274 OF 312**

**DLMINTIM01\_E\_Offen\_leicht/Lektion 05**



**Give two reasons why the choice of language to be used in written communication between people who do not share the same culture or language can be an obstacle to mutual understanding.**

1. **marks for each valid point made, maximum 2 points made:**

where a recipient receives communication not in their mother tongue, there is the risk of misunderstanding and misinterpretation. This can vary from a lack of awareness of subtle, nuanced, informal language to the difficulties in understanding highly technical or specialized language.

where a participant is forced to communicate in writing that is not in their mother tongue, their ability to express exactly what they want to say, in the manner in which they wish to say it, is immediately restricted.

where one party is communicating in their mother tongue, they immediately hold power in the communication between the 2 parties.

where neither party is communicating in their mother tongue, the level of communication is likely to be superficial and impede the building of relationships.



**QUESTION 278 OF 312**

**DLMINTIM01\_E\_Offen\_mittel/Lektion 05**



**Distinguish between the "shareholder" and "stakeholder" approaches to corporate governance.**

3 marks for description of "shareholder approach"

traditional Anglo-American approach

key relationship with shareholders lies at the heart of corporate governance standards corporate governance has accountability as its primary focus, seeking to minimize risks to shareholders,

and to provide management with the opportunities to develop the company so that shareholders can benefit from business success and profit maximization

3 marks for description of "stakeholder approach":

focus on the relationship between the company and the society within which it operates the relationships with internal and external stakeholders lie at the heart of corporate governance good practices

increasingly this stakeholder approach has embraced the principles of Corporate Social Responsibility (CSR) and honest, ethical business practices.



**QUESTION 280 OF 312**

**DLMINTIM01\_E\_Offen\_mittel/Lektion 05**



**Explain what Browaeys and Price (2019) meant when they described intercultural communication as a "fabric of relations".**

3 marks for each valid point made, maximum 2 points made:

they use the analogy of a piece of fabric created by the individuals or groups from different cultures and woven from the perceptions they have of each other

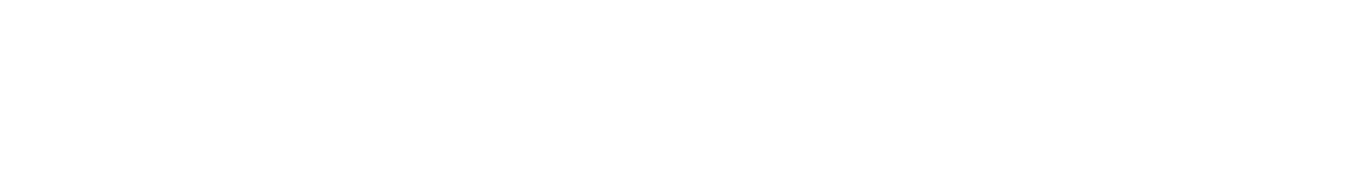
the fabric is also woven from the values, codes, lifestyles and thought processes belonging to their respective cultures

this applies to communication because, irrespective of the message or content, in an intercultural context what is of particular importance is the nature of the interaction between the participants and the way in which they interpret the combination of content, situation, and the interaction itself (like a woven piece of fabric)



**QUESTION 284 OF 312**

**DLMINTIM01\_E\_Offen\_schwer\_F2/Lektion 05**



**Discuss the ethical dilemmas a company may face when outsourcing production to a country where working conditions and remuneration do not meet corporate ethical standards, outlining three reasons for and three reasons against continuing to outsource production to this country.**

3 marks for each reason made for continuing to outsource, maximum 3 points made: significant reduction in production costs, economies of scale may justify ignoring poor working conditions

by being involved in a business relationship, more potential to have an influence and cause improvements over time

ethical issues are the responsibility of the outsourced provider, not the company who use their services

if the business is taken away, it might have an even bigger negative impact on the employees who might lose their jobs and sources of income, may have to return to an even worse standard of living

investment in the country will bring about gradual improvement and improve local standards of living

if the company doesn't continue to outsource, then another company will just come in and take their place, so the ethical problems don't get solved

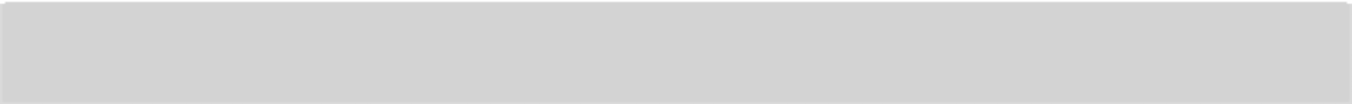
3 marks for each reason made for not continuing to outsource, maximum 3 points made: significant reputational risk if found to be using unethical provider, big impact on business image

risk of being under continual scrutiny after it has been discovered

only by threatening to withdraw is the supplier likely to change their business practices important to be consistent with the company's CSR and ethical principles, otherwise they appear to be just a token gesture

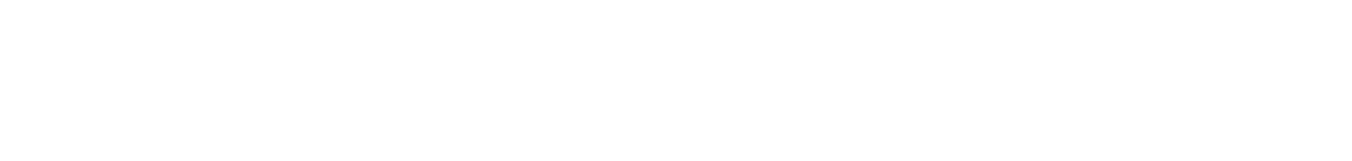
important to take responsibility for every step in the supply chain even if it is another company involved

CSR and ethical business practices are now high in customer's expectations Important to adhere to codes of conduct set by international and national bodies important to allow social conscience to play an important role in business decisions



**QUESTION 288 OF 312**

**DLMINTIM01\_E\_Offen\_schwer\_F2/Lektion 05**



**Describe the six sources of misunderstandings and conflict in intercultural communication identified in Barna's (1997) framework for describing barriers to understanding.**

3 marks for each description, maximum 6 points made:

Assumption of Similarities – the natural tendency for individuals to believe that everyone else shares the same views on how to behave and what to think. With this is the tendency to think negatively of someone who does not share our assumptions.

Language Differences – the assumption that if one’s language is being spoken that everybody else understands it in the same way, even if it is not their mother tongue. Misunderstandings due to language difficulties are often assumed to be because of other differences.

Nonverbal Misinterpretation – the misunderstanding of someone’s intent or meaning as a result of non-verbal signs such as body language, appearance or gestures.

Preconceptions and Stereotypes – the tendency to make assumptions about people as a result of preconceived notions and stereotypes, which in itself can then lead to discrimination, bias or misunderstanding.

Tendency to Evaluate – the tendency to judge other people’s behavior or thinking according to one’s own set of cultural values rather than considering why differences might be a result of cultural differences. This links with the concept of ethnocentrism that judges one’s own culture as the accepted norm.

High Anxiety – the state of anxiety that arises when an individual encounters a situation where a different cultural perspective is prevalent and they are unsure about how to behave or react.



**QUESTION** 293 **OF 312**

**DLMINTIM01\_E\_Offen\_leicht/Lektion 06**



**Compare (with two examples) the conventions for the giving of gifts in a business context in Germany and China.**

3 marks for each valid comparison or contrast given, maximum 2 points made:

Germans follow similar conventions for gift giving as the rest of Europe, with the giving of gifts in a business context relatively uncommon. In China, the giving and receiving of gifts in a business context is a part of the process and ritual of building the business relationship.

Business meetings in Germany tend to focus on the business subject-matter and less on relationship building, including the giving of gifts.

In Germany, on social occasions, gift giving may be appropriate but the expectation is that gifts are not excessive or overly personal. In China, the gift should be a present to the whole group (not an individual) and should be wrapped.

The nature of the gift in Germany must not be misconstrued as constituting a favour, bribe or enticement to do business. In China, the choice of gift is important and needs to be considered carefully. It cannot be something too expensive or ostentatious because this might be perceived as a form of bribery or corruption, which are criminal offences in China.

In Germany, it is the convention that gifts are opened immediately when they have been received. In China, the gift will most likely not be opened there and then in front of the person who gave it.



**QUESTION** 295 **OF 312**

**DLMINTIM01\_E\_Offen\_leicht/Lektion 06**



**Compare (with two examples) the conventions for the giving of gifts in a business context in the USA and China.**

3 marks for each valid comparison or contrast given, maximum 2 points made:

In USA, the giving and receiving of gifts in a business context is relatively uncommon. In China, the giving and receiving of gifts in a business context is a part of the process and ritual of building the business relationship.

In USA, in many contexts it is actively frowned upon for employees to give or receive gifts (especially of the monetary type).

In USA, for government employees, it is forbidden to receive any gift at all, since this might be perceived as an enticement to do business. In China, the choice of gift is important and needs to be considered carefully. It cannot be something too expensive or ostentatious because this might be perceived as a form of bribery or corruption, which are criminal offences in China.

In USA, there is no convention for who receives a gift or if it is opened at the time. In China, the gift should be a present to the whole group (not an individual) and should be wrapped. It will most likely not be opened there and then in front of the person who gave it.



**QUESTION 299 OF 312**

**DLMINTIM01\_E\_Offen\_mittel/Lektion 06**



**Describe (with two examples) the conventions for introductions when meeting American business counterparts for the first time.**

3 marks for each valid point made, maximum 2 points made:

A short and firm handshake is the normal form of greeting when meeting an American.

As a culture who prefer to keep their physical distance, touching and standing close is otherwise kept to a minimum with European gestures such as hugging seen as inappropriate. It is customary to exchange business cards and it is normal to address each other on first name terms right from the outset.

Americans are usually warm and friendly on first meeting, but this does not guarantee that the same levels of warmth will follow on in subsequent meetings and negotiations.



**QUESTION** 301 **OF 312**

**DLMINTIM01\_E\_Offen\_mittel/Lektion 06**



**Describe (with two examples) the conventions for introductions when meeting Chinese business counterparts for the first time.**

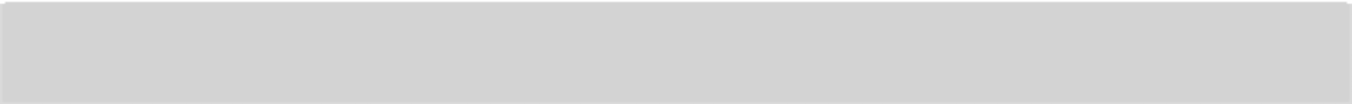
3 marks for each valid point made, maximum 2 points made:

Introductions in China are formal and somewhat ritualistic in nature.

It is convention to shake hands but this should not be a firm or overlong handshake.

It is seen as impolite to look the other person directly in the eye. Instead, eyes should be lowered as a mark of respect.

The exchanging of business cards is a key part of the ritual of initial introductions. Your business card should be printed in Chinese on one side, and when it is offered it should be done so with the Chinese side facing upwards. The card you receive should be closely examined with reverence, being held in both hands and being treated with the same level of respect that you would give to the person. Not looking at the card and just putting it in your pocket would be seen as hugely disrespectful.



**QUESTION 305 OF 312**

**DLMINTIM01\_E\_Offen\_schwer\_F2/Lektion 06**



**Contrast three characteristics of decision-making in a German business setting with three characteristics of decision-making in a Chinese business setting.**

3 marks for each characteristic of German decision-making, maximum 3 points made: Low power distance and high uncertainty avoidance mean that decisions are made in Germany with the input of all the interested parties and based on full disclosure of all the pertinent facts and information required to make that decision.

Germans can feel uncomfortable with ambiguity or uncertainty. This can make decision- making a long, drawn-out process with Germans rarely willing to go forward with a decision that is based on a whim or intuition.

However, once a decision is made, the group will move forward with commitment to reaching that objective, even if they disagreed with the original decision.

When preparing to make decisions, Germans will carry out fact-finding and research in advance so that they already have a clear picture of the best approach before any decision- making meeting.

It is important that they are given the opportunity to articulate their perspective, supported by information that they have researched and prepared in advance. Being put on the spot for a quick or immediate response is not something that is welcomed by the German participant. While business-like and respectful, the building of a relationship is not the initial priority of decision-making.

3 marks for each contrasting characteristic of Chinese decision-making, maximum 3 points made:

Decision-making in Chinese business culture is significantly different to that observed in Western business cultures.

Decisions are rarely made quickly and making on-the-spot decisions to enable rapid progress is seen as either aggressive, unwise, or even foolish.

The Chinese will insist on being given sufficient time to consider their options carefully as a sign of respect and pragmatism, where all aspects of the situation and context need to be taken into consideration.

The pragmatism associated with the high score on the cultural value dimension of long-term avoidance means that Chinese decision making can often means looking at the bigger picture or context and considering a wider range of factors than in German decision-making, which is based on the specifics of the problem.

There is likely to be a longer-term perspective in decision-making with the idea of a “quick win” being unusual in Chinese culture.

Decisions are made by those with appropriate seniority and power, rather than expertise or knowledge.

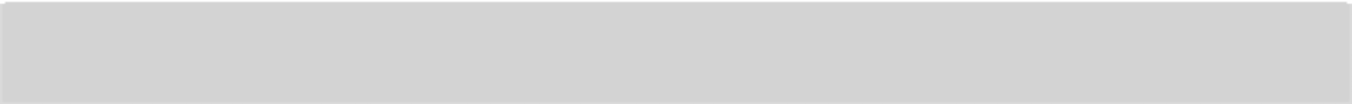
It would be seen as extremely disrespectful for a subordinate to agree to anything without first consulting or deferring to their superior.

By the same token, it would be seen as disrespectful to send a person to negotiate an agreement or make a decision who is not sufficiently senior in the organization.

The initial parts of the decision-making process are normally spent establishing the relationship, and discussion may not cover specific aspects of the subject under consideration. Only when the relationship is established and trust has been formed will Chinese counterparts

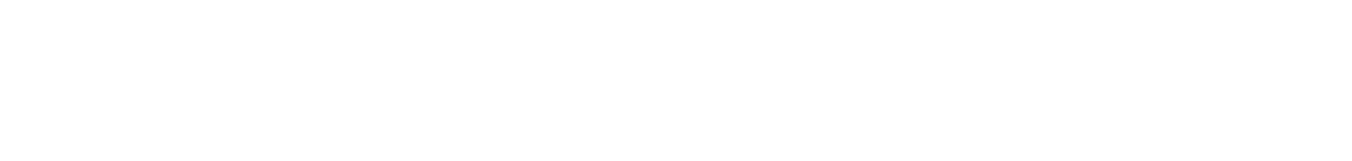
be willing to discuss and commit to any decision or agreement.

It is also uncommon for the actual decision to be made during a meeting. Instead, it is likely that consensus will need to be reached outside of the meeting, including a wide range of people (including potentially the Communist Party), before a decision can be announced.



**QUESTION 306 OF 312**

**DLMINTIM01\_E\_Offen\_schwer\_F2/Lektion 06**



**Contrast three characteristics of management and leadership in a German business setting with three characteristics of management and leadership in a Chinese business setting.**

3 marks for each characteristic of German management and leadership, max 3 points made:

The low power distance score for Germany indicates that knowledge, expertise and qualifications are the most highly valued professional attributes, and so management and leadership roles tend to lie in the hands of technical experts (e.g. engineers) rather than management generalists or legal and accountancy professionals.

Staff respond best to leadership based on their respect for the technical ability of the leader and this influences the extent to which employees are willing to co-operate. Less technically competent management can experience difficulties when employees feel they are not qualified to lead.

Education is valued highly as a mark of expertise and Germans are positive about revealing their qualifications and any professional titles (e.g. Doctor) they possess.

Employees are unlikely to contradict their superior in public, out of deference to their technical expertise.

Management expects their employees to be competent, professional, and hard-working. These attributes are usually the key factors considered when appraising the performance of staff, rather than the wider set of soft skills and competences often valued in other performance management systems.

The relationship between management and staff can be perceived as somewhat formal, cold and impersonal and close, personal relationships are an exception.

German staff do not expect to be micro-managed, preferring instead to be allowed to be able to carry out and complete their tasks without undue intervention.

Responsibility is largely delegated by the manager to the member staff who has the most appropriate technical expertise for the given task.

Instructions need to be clear, exact and devoid of any ambiguity.

German management and leadership positions tend still to be dominated by men, with progress in gender equality falling somewhat behind the progress seen in other European nations.

3 marks for each characteristic of Chinese management and leadership, max 3 points made:

Since culture is underpinned by Confucian philosophy, it is no surprise that inequality is an

accepted feature of the Chinese business environment.

Older employees are respected and honored by their younger colleagues, senior colleagues are respected by their subordinates, as a natural and automatic feature of business hierarchy. Notions of empowerment, consensus, equal opportunity and freedom of access to information for all, are considered as negative features of the Western world.

In keeping with the strict hierarchical order, management style tends to be autocratic and directive, with orders and instructions being issued from the top and flowing down the hierarchy into the organization without question or challenge.

Indeed, any attempt to challenge the actions or directions from above would be considered disrespectful and would cause a good deal of embarrassment and loss of credibility for the perpetrator.

Although management styles in China are directive, they are also paternalistic with the manager perceived as a father figure who takes a paternal interest in all aspects of the well- being of their family of subordinates. In return, the manager receives unquestioning loyalty and support.

A key influence in management structures in China remains the Communist Party. Often, senior managers are linked closely to the Party and as a result business decisions are frequently subject to scrutiny by the Party before being confirmed or rejected.

Given the reliance on traditional management practices, combined with the huge growth and modernization of the economy, it can be said that there is a critical shortage of contemporary management skills to move the economy forward. This means companies, including Western joint venture operations, are in fierce competition to recruit and retain the best management talent.

Although women officially have the same workplace entitlements as men, the concepts of equal rights and gender equality are somewhat contrary to the Confucian philosophy that underpins Chinese culture. However, women do occupy relatively senior positions in Chinese companies and the continued growth in their educational success means that they are likely to play an even more prominent role in the future.