
UNIVERSITI SAINS MALAYSIA

Second Semester Examination
Academic Session 2007/2008

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AOW356E – International Management
[Pengurusan Antarabangsa]

Duration: 3 hours
[Masa: 3 jam]

Please check that this examination paper consists of **SIX** pages of printed material before you begin the examination.

*[Sila pastikan bahawa kertas peperiksaan ini mengandungi **ENAM** muka surat yang bercetak sebelum anda memulakan peperiksaan].*

Instructions: Answer **FOUR (4)** questions. Section A is **COMPULSORY**. Choose and answer any **THREE (3)** questions from Section B. You may answer a question either in Bahasa Malaysia or in English.

[Arahan: Jawab **EMPAT (4)** soalan. Bahagian A adalah **WAJIB**. Pilih dan jawab mana-mana **TIGA (3)** soalan daripada Bahagian B. Anda dibenarkan menjawab soalan samada dalam Bahasa Malaysia atau Bahasa Inggeris].

Section A: (COMPULSORY)

Read the case below and answer the questions that follow:

The Star Corporation is a California-based manufacturing firm that is going to do business in mainland China. The company's contract with the Chinese government calls for it to supply technical know-how and machinery for producing consumer electronics. These products are not state-of-art, but they will be more than adequate for the needs of the Chinese consumers. Star has agreed to sell the Chinese its plant, which was being closed because it no longer was competitive.

The Chinese will pay to move all the machinery and equipment to the mainland and install it in a factory that currently is being modified for this purpose. The two then will become partners in the venture. Star will provide the management and technical expertise to run the plant, and the Chinese government will provide the workers and be responsible for paying for all output. Star will receive an annual fee of \$ 1 million and 5 percent of all sales.

The Star management is very pleased with the arrangement. Although they are of Chinese descent, they have lived in the United States all their lives and know relatively little about doing business either with or in mainland China. To provide Star with the necessary information and assistance, a native of Beijing, educated there but living in California for the past five years, was brought in. The individual told the company the following facts about mainland China:

- Chinese managers do not plan. They usually are told what to do and they do it. Planning is handled by others and simply passed on to them.
- Chinese managers are not concerned with profit or loss. They simply do their jobs and let the government worry about whether the operation is making money.
- No rewards are given to workers who perform well; everyone is treated the same. If there is no work, the workers are still paid, although they may not be required to come to the factory.
- There is a basic aversion to individual decision making; most decisions are collective efforts.
- The current government of China would like its managers to learn how to run a profit-oriented operation and eventually eliminate the need for foreign managerial assistance.
- When outsiders tell the Chinese how to do things, they have to be careful not to insult or offend the Chinese, who often are sensitive about the way they are treated.

Bahagian A:(WAJIB)**Baca kes di bawah dan jawab soalan yang berikut:**

Firma Star, sebuah firma pengeluaran yang berpusat operasi di California akan memulakan perniagaan di tanah besar negara China. Kontrak firma dengan kerajaan negara China memerlukannya menyediakan pengetahuan teknikal dan jentera mesin untuk mengeluarkan barangan elektronik pengguna. Produk berkenaan tidak merupakan produk terkini, tetapi ia lebih daripada memadai untuk keperluan pengguna China. Star telah bersetuju untuk menjual kilangnya, yang dalam proses ditutup kepada rakyat China oleh kerana ia tidak dapat bersaing lagi.

Negara China akan membiayai segala kos pemindahan jentera mesin dan alat pelengkapan ke tanah besar dan memasangnya di sebuah kilang yang sedang diubahsuai untuk tujuan ini. Kedua-dua pihak kemudian akan menjadi rakan kongsi dalam usaha sama ini. Star akan menyediakan pengurusan dan kepakaran teknikal untuk menguruskan kilang ini, dan kerajaan China akan menyediakan pekerja dan bertanggungjawab untuk pembayaran kesemua output. Star akan menerima yuran tahunan sebanyak \$ 1 juta dan 5% atas semua jualan.

Pengurusan Star amat berpuashati dengan penyusunan ini. Walaupun mereka berketurunan China, mereka telah bermastautin di Amerika Syarikat sepanjang hayat mereka dan mengetahui amat sedikit berkenaan cara perniagaan orang China. Untuk menyediakan Star dengan maklumat bersesuaian serta bantuan, seorang penduduk asal Beijing, yang telah menerima pendidikan di Beijing tetapi tinggal di California selama lima tahun telah dibawa masuk untuk membantu. Individu berkenaan memberitahu firma fakta-fakta berikut tentang tanah besar China:

- *Pengurus China tidak membuat perancangan. Mereka lazimnya menerima arahan dan hanya melakukannya. Perancangan diuruskan oleh orang lain dan kemudian diserahkan kepada mereka.*
- *Pengurus China tidak bimbang tentang keuntungan atau kerugian. Mereka hanya melakukan kerja mereka dan membiarkan kerajaan bimbang sama ada operasi beruntung atau tidak.*
- *Ganjaran tidak diberikan kepada pekerja yang berprestasi baik; semua orang dilayani secara sama rata. Jika tiada kerja, pekerja masih dibayar, walaupun mereka mungkin tidak diperlukan datang ke kilang.*
- *Pembuatan keputusan individu dielakkan; kebanyakan keputusan dibuat secara kolektif.*
- *Kerajaan kini negara China ingin pengurusnya mempelajari bagaimana menguruskan sebuah operasi berorientasi keuntungan dan akhirnya menghapuskan keperluan terhadap bantuan pengurusan asing.*
- *Bila orang luar mengarahkan orang China melakukan sesuatu, mereka perlu berhati-hati supaya tidak menghina atau menyinggung orang China, yang sering agak sensitif tentang cara mereka dilayani.*

Question 1/Soalan 1

- (a) What selection criteria would you recommend to Star when deciding whom to send to mainland China?

Apakah kriteria pemilihan yang akan anda cadangkan kepada Star semasa memutuskan siapa akan dihantar ke tanah besar China?

[15 marks/markah]

- (b) What type of repatriation agreement would you recommend for Star to use? Be specific about **three (3)** things you would suggest be contained in the agreement.

Apakah jenis perjanjian repatriasi yang akan anda cadangkan kepada Star? Nyatakan secara spesifik tiga (3) elemen yang akan anda cadang supaya dirangkumi dalam perjanjian tersebut.

[10 marks/markah]

Bahagian B: (Jawab mana-mana TIGA (3) soalan).

Section B: (Answer any THREE (3) questions).

Question 2/Soalan 2

- (a) Why is the understanding of subordinates' expectations so crucial to effective leadership?

Kenapakah kefahaman mengenai jangkaan subordinat begitu penting untuk kepimpinan yang berkesan?

[10 marks/markah]

- (b) Which leadership style works best in countries with high power distance? Explain using Ronen and Shenkar's country clusters as the basis of your answer.

Apakah jenis stail kepimpinan yang paling sesuai dalam negara yang mempunyai jarak kuasa yang tinggi (high power distance)? Gunakan gugusan negara Ronen dan Shenkar sebagai asas untuk menjelaskan jawapan anda.

[15 marks/markah]

Question 3/Soalan 3

- (a) Explain what is a multinational company (MNC)?

Jelaskan apakah yang dimaksudkan dengan syarikat multinasional (MNC)?

[5 marks/markah]

- (b) State four (4) reasons and explain why a company wants to be a multinational company?

Nyata dan jelaskan empat (4) sebab sesebuah syarikat ingin menjadi sebuah syarikat multinasional?

[16 marks/markah]

- (c) Why is it important for a MNC to act “glocal”?

Kenapakah ia penting bagi sesebuah firma multinasional bertindak secara “glocal”?

[4 marks/markah]

Question 4/Soalan 4

- (a) *Can the risk of terrorism be “managed”? If so, state and discuss four (4) methods managers can use to manage such risks and how effective is each?*

Bolehkah risiko keganasan diuruskan? Jika ya, nyata dan bincangkan empat (4) kaedah yang boleh digunakan oleh pengurus untuk menguruskan risiko dan setakat manakah keberkesanan setiap kaedah?

[25 marks/markah]

Question 5/Soalan 5

(a) Write short notes on any **FOUR (4)** of the following pairs:

- Eiffel Tower vs. Family Culture
- Less Developed Country (LDC) vs. Newly Industrialized Country (NIC)
- high vs. low context culture
- Home-Country Nationals vs. Third-Country Nationals (TNC)
- Achievement vs. Ascription Culture

[For each pair, cite a relevant example to support your answer].

*Tulis nota ringkas tentang mana-mana **EMPAT (4)** pasangan dibawah:*

- *Eiffel Tower vs. Family Culture*
- *Less Developed Country (LDC) vs. Newly Industrialized Country (NIC)*
- *High vs. low context culture*
- *Home-Country Nationals (HCN) vs. Third-Country Nationals (TNC)*
- *Achievement vs. Ascription Culture*

[Untuk setiap pasangan, berikan satu contoh yang bersesuaian untuk menyokong jawapan anda].

[25 marks/markah]