



# UPNM

*National Defence University of Malaysia*

**Kewajipan • Maruah • Integriti**

**NATIONAL DEFENCE UNIVERSITY OF MALAYSIA**

**SUNGAI BESI CAMP**

**57000 KUALA LUMPUR**

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**FINAL EXAMINATION**

**DEGREE PROGRAMME**

**SEMESTER I ACADEMIC SESSION 2024/2025**

COURSE : CROSS CULTURAL MANAGEMENT  
COURSE CODE : DMR 3353  
DURATION : 3 HOURS  
PROGRAMME : 2ZP45  
CODE

**INSTRUCTION :**  
**ANSWER ALL QUESTIONS.**

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**THIS QUESTION PAPER CONTAINS FIVE (5) PAGES  
INCLUDING THIS PAGE.**

**COURSE OUTCOME**

<b>CLO1</b>	Differentiate how cultural differences affect business and the workplace.	<b>PLO2</b>
<b>CLO2</b>	Discuss the dimensions of intercultural communication.	<b>PLO8</b>
<b>CLO3</b>	Adopt the benefits and challenges of intercultural communication.	<b>PLO5</b>

**SECTION A**

ANSWER ALL QUESTIONS

**QUESTION 1 (50 MARKS)**

1. Organizational culture refers to the shared values, beliefs, and practices that shape the behavior and attitudes of employees within a workplace.

a. **Define** organizational culture

**(CLO1:PLO2 – 2 marks)**

b. **Explain** its impact on an organization's daily operations.

**(CLO1:PLO2 – 3 marks)**

2. Gullestrup's static and dynamic approaches to culture distinguish between culture as a stable framework and culture as evolving through interactions and change. These approaches highlight how internal pressures, such as leadership shifts, and external factors, like market trends, drive cultural evolution.

a. **Describe** the static and dynamic approaches to culture as proposed by Gullestrup.

**(CLO1:PLO2 – 5 marks)**

b. **Provide THREE (3)** examples of internal and external pressures that influence cultural change.

**(CLO1:PLO2 – 5 marks)**

3. **Identify THREE (3)** key differences between monochronic and polychronic cultures.

**(CLO1:PLO2 – 10 marks)**

(SULIT)

4. **Discuss FOUR (4)** types of organizational structures commonly found in businesses.

(CLO1:PLO2 – 10 marks)

5. Using the concepts from Schein's levels of corporate culture, **discuss** how corporate values influence employee behavior. **Provide** examples of values that could improve organizational performance.

(CLO1:PLO2 - 15 marks)

**SECTION B**

ANSWER ALL QUESTIONS

**QUESTION 2 (50 MARKS)**

1. **Discuss in details** the GLOBE Leadership Dimensions identified by Brodbeck et al. (2008). Focus on **TWO (2)** universally positive leadership dimensions and **explain** how cultural variables influence their application in different contexts.

**(CLO1:PLO2 - 20 marks)**

2. Leadership and corporate culture are deeply interconnected, with leaders shaping and sustaining the culture through their actions and decisions.
  - a. **Explain** the relationship between leadership and corporate culture.
  - b. **Provide examples** to describe how leaders influence and maintain corporate culture in changing environments.

**(CLO1:PLO2 - 30 marks)**

**-END-**