

English II

Exame Época de Recurso

2 July 2013

12:00

Time allowed: 2 hours

A. Writing (13.5 points)

Consider the following comments made by Germans and US Americans, both working for Daimler Chrysler after the two companies merged.

German executive recalling a meeting with US colleagues:

‘When one of the Americans from Chrysler brought up what he thought was a new issue, a German counterpart said, “But we have agreed on this already in an earlier discussion. It is all written in the protocol.” The American looked puzzled, and said, “What protocol? I remember you took some notes, and you sent me some papers recently, but I didn’t think they were important.”’

Roland Klein, DaimlerChrysler’s manager of corporate communications in Stuttgart:

‘At the beginning one side tried to impose its working style on the other. This prompted conflicts and misunderstandings. But even worse, it just didn’t fit with the people’s culture. Germans analyse a problem in great detail, find a solution, discuss it with their partners, and then make a decision. It’s a very structured process. [In America] at any time you can pop into your boss’s office and tell him something. The boss can make an instant decision, without explaining the reasons or involving other employees. It’s different in Germany: the underlings prepare extensive reports for the top bosses and make recommendations at formal meetings.’

A senior product development executive in Stuttgart:

‘Each side thought that its components or methods were the best.’

A high-ranking engineer in Auburn Hills:

‘[At the old Chrysler] if an idea had merit, you didn’t worry about approval; you just went ahead and did it. People working on the shop floor feel empowered to do things. It’s based on management trust. Over there [in Germany] they’ve got all those smokestack organizations that measure things, survey things. A lot of time is spent on unproductive activities.’

In light of the four barriers to success that a multicultural team might face (direct vs indirect communication, different attitudes towards hierarchy, conflicting norms for decision-making, and trouble with accents and fluency), identify the problem(s) involved and suggest appropriate strategies to resolve it (them). (300-400 words)

Your text will be marked on relevance and breadth of content, discourse management and genre, appropriacy and range of vocabulary and structures, and grammatical accuracy.

B. Reading (4.55 points)

Read the following text and answer the questions that follow.

Skills for global business: As emerging market companies look beyond their borders, cultural adaptability is gaining value among executives

Peter Vanham

Financial Times 12 March 2013

1. When Doug Baillie first walked into his Mumbai office as the chief executive of Hindustan Lever in 2006, he knew he would be closely watched. As the first non-Indian to lead India's largest consumer goods conglomerate in almost 50 years, he faced a lot of internal and external scepticism... Mr Baillie is one of a growing number of managers to
5. make the leap from one emerging market to another, as the most successful businesses of these fast-growing economies look beyond their national borders. Some western companies are also responding to the rise of emerging markets by hiring local managers in these regions. Others are adapting their corporate culture, making cultural awareness and intelligence key management words for the 21st century.
10. "It's simple," says Kevin Kelly of Heidrick & Struggles, the executive search firm. "You used to have companies going west to east, and with them came the western expats. Nowadays, we see the reverse: Russian, Chinese and Indian companies look for expansion in the US and Europe, but also other emerging markets."

While emerging market expatriate executives are keen to show they are better
15. than their western counterparts at handling cultural challenges, they sometimes make the same mistakes. "Companies from emerging markets tend to think that what got them there will also get them further," says Fernando Lanzer, a Brazilian national and cross-cultural management coach who has worked for banks such as ABN Amro and Banco Sulbrasileiro. "They often don't adapt to their host country. But **this** is a mistake. When
20. working in a different culture, 'copy-paste' seldom works."

Mr Lanzer points to problems faced by Vale, the Brazilian mining company, when it bought Canada's Inco. The Canadian workers went on strike in 2009 after disagreements with the management style of the Brazilians.
25. Chinese companies going abroad face similarly severe challenges, according to Jian Han, an associate professor of management at the China Europe International Business School. "Chinese executives need to hire, train and respect employees in their host countries. But the business strategy to **do so** is often not yet in place," she says. "**That** can lead to short-sighted people strategies, and ultimately in difficulties in cross-cultural management."
30. When there is a good fit, however, managers from emerging markets can often be more successful than their western counterparts. Carmen Lam, a former marketing manager at a Shangri-la hotel in Indonesia, found her expat job enjoyable because her Indonesian colleagues' approach to doing business was similar to the one she was used to in Hong Kong.
35. "Many emerging markets have cultures which are more similar than different in terms of management practices," says Mr Lanzer. "In broad terms, Brazil, Russia, India and China are all hierarchical and collectivistic cultures. People are managed rather similarly in such cultures, differently from how it happens in the Anglo-American, Germanic and Scandinavian cultures."
40. Nadir Karanjia, an Indian IT entrepreneur-turned-cultural consultant, echoes **this view**. "Since the emerging countries have similar social drivers, managers from other emerging countries will find it easier to understand the needs and expectations of the emerging-market target," he says.
45. **This** may help explain the mixed performance of many emerging markets companies moving into developed markets. Brazilian construction company Odebrecht, for example, has been successful in much of Latin America but apart from Portugal, it has struggled in Europe.

Name:

Number:

B. Reading Comprehension (Cont.)Choose **one** answer to each question and write the letter clearly in the box. (0.40 each)

1. What is the purpose of the article?
 - a. To describe how executives from emerging economies are now in high demand all over the world.
 - b. To highlight how and why it is important for all executives to have cultural adaptability.
 - c. To argue that executives from emerging economies make better executives than those from developed economies.
 - d. To explain a changing trend in the market for global executives.
2. What does the article say about past traditional management methods of Western companies that expanded to the East?
 - a. They made the same mistakes as the Eastern companies that expanded to the West.
 - b. They did not adapt their management style to the local culture.
 - c. Local managers were employed in key positions.
 - d. They were better than the management methods local to the country they were in.
3. Which statement is false?
 - a. The number of managers from emerging economies who are working in another emerging economy is increasing.
 - b. Doug Baillie was not the first foreigner to become the chief executive of Hindustan Lever.
 - c. An increasing number of successful businesses in emerging economies are now expanding into other countries.
 - d. An expatriate manager always brings with him/her the managerial style of his/her home country.
4. What does Fernando Lanzer say about emerging market expatriate executives?
 - a. They think that the onus is on the multicultural staff to adapt.
 - b. The onus is on the manager to adapt.
 - c. The strategies that made them successful in their home emerging economy will also make them successful in another emerging economy.
 - d. None of the answers is correct
5. Which statement is false?
 - a. Fernando Lanzer believes that all emerging economies are the same.
 - b. It is likely that workers expect a foreign manager to adapt to the local style.
 - c. Jian Han implies that some Chinese managers working abroad do not respect their local employees.
 - d. The emergence of cross-cultural management coaches is an indication of the growing awareness of the importance of intercultural differences in management.
6. What may make a manager from an emerging economy successful in another emerging economy but unsuccessful in a developed economy?
 - a. The needs and social drivers in an emerging economy are different from those in a developed economy.
 - b. Anglo American, Germanic and Scandinavian sutures are not hierarchical or collectivistic.
 - c. The manager may not adapt to the workers' expectations of a management style.
 - d. All the answers are correct.
7. Which statement is true?
 - a. The article implies that local knowledge is more important in a candidate for a management position than knowledge of the company culture.
 - b. The article implies that Odebrecht was successful in Portugal because the Portuguese economy is similar to an emerging economy.
 - c. Both a. and b. are true.
 - d. Neither a. nor b. is true.

B. Reading Comprehension (Cont.)

What do the following expressions refer to? (0.35 points each)

8. this (line 19)
9. do so (line 27)
10. That (line 28)
11. this view (lines 40-41)
12. This (line 44)

C. Vocabulary (1.95 points)

The following sentences were taken from the business section of English language newspapers. Complete each space with a suitable word or expression. The first letter(s) and a paraphrase of the meaning are given. You will need to conjugate verbs, and/or you may need to add a preposition. (0.39 points each)

1. These perks, they believe, could constitute "*f... b...*" in the mould of old-school 1.0 perks such as a company car.
(A collection of various benefits provided by an employer, which are exempt from taxation as long as certain conditions are met)
2. She says they're making progress with a leadership programme, encouraging people from *u...-r...* backgrounds to become MPs, but it all comes back to "wider issues around the voting system."
([people whose] representation is proportionately less than their representation in the general population)
3. The department's methodology uses a simplifying assumption that time spent travelling is *u....*
(*not producing or capable of producing*)
4. If this week had a theme (and they don't really, outside the media) then it was *i... r....*
(Employer-employee relationships that are covered specifically under collective bargaining and related laws)
5. Visitors to the *f...* store in a fashionable district of Shanghai are greeted by videos of workers in Ethan Allen's factories in North Carolina and Vermont turning out furniture.
([store] that acts as an ambassador for the company's values and style)

Answers

A. Writing

Content should include:

- The major obstacle is conflicting norms for decision-making. This obstacle is visible in the different working methods of each culture: the Germans analyse and discuss everything before making a decision and establishing strategies, then expect everyone to know and follow the procedures while the Americans may make decisions and act on them without consulting others.
- A second, smaller obstacle is that of differences in attitudes towards hierarchy. The German process of decision-making involves information moving through the hierarchy of the organisation. The American process downplays or even ignores hierarchical differences in the organisation, which the Americans perceive as empowerment.
- The most effective strategy to overcome these obstacles would be adaptation if the workers are aware enough to realise that the difficulties are caused by differences in working procedures. If they are not so self-aware, managers could help the workers to reflect jointly on the source of difficulties and encourage them to develop, again jointly, a set of working procedures that would be satisfactory for both. Another strategy could be to change the structures of teams so that all workers are exposed to the different procedures, thereby fostering adaptation.

The text will be clearly structured and free of major errors, showing logical information flow, command of complex structures and a wide range of vocabulary and structures appropriate to the purposes of the text.

C. Vocabulary

1. These perks, they believe, could constitute "**fringe benefits**" in the mould of old-school 1.0 perks such as a company car.
2. She says they're making progress with a leadership programme, encouraging people from **under-represented** backgrounds to become MPs, but it all comes back to "wider issues around the voting system.
3. The department's methodology uses a simplifying assumption that time spent travelling is **unproductive**.
4. If this week had a theme (and they don't really, outside the media) then it was *industrial relations*.
5. Visitors to the **flagship** store in a fashionable district of Shanghai are greeted by videos of workers in Ethan Allen's factories in North Carolina and Vermont turning out furniture

B. Reading comprehension

1. D
2. B
3. D
4. B
5. A
6. D
7. D
8. this = not adapting to their host country
9. do so = [for Chinese executives] to hire, train and respect employees in their host countries
10. That = not having the business strategy to hire, train and respect employees in their host countries in place
11. this view = the view expressed by Lanzar that “Many emerging markets have cultures which are more similar than different in terms of management practices. In broad terms, Brazil, Russia, India and China are all hierarchical and collectivistic cultures. People are managed rather similarly in such cultures, differently from how it happens in the Anglo-American, Germanic and Scandinavian cultures.”
12. This = the fact that managers from other emerging countries will find it easier to understand the needs and expectations of the emerging-market target because the emerging countries have similar social drivers