SUB: Comparative Management-4203

Class Note

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1. Define Comparative Management.
Ans: The large scale emergence of multinational enterprises in the modern world has given rise to a relatively new field of study known as comparative management.

According to Hurlod Koontz & Heing Weirich, “Comparative management may also be defined as identifying, measuring and interpreting similarities and differences, and practices in various countries.”

R.N. Farmer, “Comparative management is the study and analysis of management in different environment.”

2. Nature of Comparative management.
Ans: Technical knowledge is fairly easy to transfer between countries/ In designing a suitable approach or technique of management lessons from other countries are useful/ The fundamental function of management are basically the same but the goals and the means followed differ among countries/ The skill and knowledge to manage can vary among various countries/ The relative influence of each environmental factor varies in significant in each country.

3. Importance of understanding Comparative management.
Ans: As increasing number of managers go abroad for foreign workforce/ Getting to know managers in foreign countries perform their tasks expedites continued trade and co-operation/ Observing how different culture solve similar problems provide the multinational with innovative problem solving techniques, which lead to improve management/ The ability to see worth while differences and to observe how to act in varying situational is made available/ Awareness of potential conflict between the multinational company and the host country makes for a mutually beneficial relationship.

Ans: Professors Richard N. Farmer and Barry M. Richman were the two pioneers in comparative management. They emphasized that environments external to the firm do affect management practices. They were first to identify the critical element in the management process and to evaluate their operation in firms in different cultures. They also described the environmental factors they considered to have a significant impact on the management process and managerial excellence. These factors viewed as constraints are classified as:

Educational variables / Socio-culture and ethical variables / Legal and political variables / Economic variables.

5. Modified Koontz model:

i) Affect: Managerial practices/ Planning, Organizing, Staffing, Controlling.
ii) Affect: Non-managerial practices/ Engineering, Producing, Marketing, Finance.

#Affect: Enterprise Excellence due to: Excellence due to Factors/ Excellence due to managerial factors.

6. Define culture?
Ans: Rrid Luthars, “Culture is the acquired knowledge the people use to interpret experience and generate social behaviour.”

V. Sathe, “Culture is the general pattern of behaviour shared and values that members have in common.”

R.W. Griffin, “Social culture includes the customs, norms, values and demographic characteristics of the society.”

7. What are the factors/ elements that affect the culture in an organization?
Ans: Innovation and risk taking/ Attention to detail/ Outcome orientation/ People orientation/ Team/ Aggressiveness/ Stability.

8. General elements of culture?
Ans: norms/ Dominate/ Observe behavioral/ Rules/ Philosophy/ Climate.

9. Classification of organization culture?
Ans: (Constructive culture/ Passive-defensive culture/ Aggressive defensive culture) Kreither& Linicki. (Dominants culture/ Sub culture/ Strong vs week culture) S.P. Robins.

10. Japane management system.
Ans: i) Top level management: Share holders/ Board of directors/ President/ Vice- President= one or more / managing directorn= only two. ii) Middle level management: Divisional manager/ Branch manager. iii) Lower level management: Supervisor/ Foremen/ Workers.

11. Some special feature of Japan management system.
**12. What are the characteristics of sound organizational culture.**

**Ans:** According to S.P. Robbins, “This system of shared meaning is an unbroken examination as set of key characteristics that the organization values.”

According to Newsrom and Kith Davis, there are four basic feature of a sound organizational culture such as: Distinctive/ Stable/ Implicit/ Symbolic.

i) **Distinctive:** Distinctive is the main feature of organizational culture. Every organization has its own entity. For this reason, organizational culture is very from organizational to organizational.

ii) **Stable:** Culture is formed on the basis of the long-term goals in an organization. Term goals every organization hardly the organization culture.

iii) **Implicit:** The meaning of organizational culture is implicit. It is express the organizational culture. Implicit focuses the main objective of organization.

iv) **Symbolic:** The another important feature if symbolic. Culture reflects the whole organizational behaviour. So culture identifies an organizational form others.

**According to Fred Luthers, “Some features of sound organization such as:**

Norms/ Dominant value/ Observe behavioural regularities/ Rules/ Philosophy/ Organizational climate.

**13. What are the characteristic of organizational system in a third world like Bangladesh?**

**Ans:** There layer organizational system management/ Absence of favorable Govt./ Absence of proper entrepreneurship/ Negligence towards industrial democracy/ Autocratic leadership/ Absence of skilled man power: Exodus of non-Bangla managers, Absence of proper management Education/ Absence of management profession/ Lack of consultancy service/ Lack of use of modern techniques and method of management/ Absence of proper delegation of authority/ Rimming ambition of executions/ Irresponsibility of trade union leadership/ Absence of proper motivation/ Family management/ Indiscipline.

**14. Management is culture bound explain the statement?**

**Ans:** Organizational identity/ Collective commitment/ Promote social system stability/ Sense making device.

**15. How a culture being?**

**Ans:** Philosophy of organization>Condition for selection<Top manager, socialization< Organization Culture.

**16. How dose comparative management differ from international management?**

**Ans:** Comparative management is defined as the process of practice in management. Through those terms are interrelated, they are differences because International management is defined as the process of practice in management techniques with in an international environment.

According to Wehrich Koontz, “international management to case on the operation of international firms in host countries and concern with the managerial in use related to flow of people goods and money with the ultimate aim being to manage better intuition that involve incoming national boundaries.

International management is defined as the priors of all commercial transaction between two or more countries. On the other hand, Comparative management is defined as the study and analysis of management in different environment and reasons that enterprise show different result in various countries.

Management is an important element in economic growth and in the improvement of productivity. Comparative management therefore includes analyzing and comparing each fundamental managerial function with each environmental determination of the foreign country.

**17. Are management function universally applied among countries? Give proper argument in favor of our position.**

**Ans:** Basically the fundamental function of management are the same but the goals and the means followed differ among countries. There are some arguments can be discussed for my position:

i) It is recognized that technical knowledge in necessary for productivity improvement such knowledge is fairly easy to transfer between countries.

ii) The level of education, knowledge of skills, availability of capital, financial policy etc. may have important impact upon productivity and economic development but improved management can do much to remove hindrances by designing as managerial approach or technique of management lessons from other countries are often useful.

iii) The basic function of management such as planning, organizing, actuating, leading and controlling can be used in any organization in any country.

iv) Management rules and principles are about the same among various countries.

v) F.W. Taylors scientific method and Henry Fayols modern method about management theories and function universally applicable among countries.

But there are some criticism about these matters.
Both management knowledge and skill have similarities and differences. The skill and knowledge to manage can vary among various countries. Moreover, are differences the environmental factors among countries. For example, the environment of Japan and our environment factors can be classified by economic, social, technological and legal related to several managerial activities. The relative influence of each environmental factor varies in significance in each country. Those factors are effect on managerial activities. So, we can say that the fundamental functions of management are basically the same but goals and the means followed differ among countries.

18. What are the elements of culture? How is organizational culture influence by national culture?
Ans: Culture is the general pattern of behavior shared beliefs and values that members have in common. According to Richard, “There are some elements of culture such as:
i) Culture and the group: The first point raised above is that a culture is particular to one social group and not others.
ii) Uniform and predictable influence: The cultural influence the behavior of members in uniform and predictable ways. This means that to the extent that one understands the other culture one can reasonably predict the behavior of its members in routine situations. iii) Culture is learned: Third implication of hostage definition is that culture is not programmed into genetic structure. iv) Values: Hostage defines as including systems of values. Values are defined as as assumptions about “how things ought to be” in the group. v) Beliefs: Culture is also influence by conscious beliefs. But these are often less reliable than preconsciously values as guides to what really motivates behavior in the group. vi) Other aspect of the culture: Other aspect of the culture, that may reflect values imprecisely, include: Material culture/ Religion/ Political and economic ideology.

Firstly we should discuss about national culture: A national culture is particular to one group and not others/ It is learned and it is not innate/ It is passed down from one generation to the next/ It is influences the behavior of group members in uniform and predictable ways/ It include system of values/

Organizational culture is influence by national culture because-
Every organization has its own culture and no two are quite the same/ Members of the organization have its culture/ when top management decides that the organization values should be changed, new beliefs and attitudes are taught. Workplace values are passed on from experienced to employer which may or may not correspond to the values that top management wished to build. Employees can be conditioned to express values that contradict national values. From the above discussion, wean say that the concept of national culture applies classier in the influencing behavior of members.
So, organizational culture is influenced culture.

Ans: There in few similarities between Japanese and U.S. Leadership styles. There are more differences between the systems of leadership in Japanese and U.S. Discussed below with various leadership styles:
(i) Directive Leadership: The another name of the leadership is autocratic Leadership. This leadership is available in U.S.A management and industrial sectors but not in Japanese management. (ii) Participative/ Democratic Leadership style: This type of leadership solicits employee’s participation and respects their opinion. In Japanese management their type of leadership style is available. Their management can rightly be called participative. (iii) Paternalistic leadership: Under this, the leader assumes that his function in paternal or fatherly. The use of confusion concepts into management has helped develop paternal human relation. (iv) Charismatic leadership: Situational like crisis, requiring dramatic change of followers dissatisfied with the status us, promotes charismatic leadership. It is American but not in Japan.

20. Described the features of management in third world countries (like Bangladesh) are described bellow.
Ans: Non-professional management/ Autocracy/ Productivity and profitability/ Strained industrial relation/ Backward technique & technology/ Indiscipline/ Unhealthy working environment/ Insecurity of job & low moral.

Ans: This theory has been developed by William Ouch. The theory Z approach adapts the claimants of effective Japanese management system to U. S. culture. We can show the theory for the discussion. In theory Z selected Japanese managerial practice are adapted to the environment of the U.S.A.
From the above discussion, we can say that the U.S.A. leadership and different terms. There are more dissimilarities than similarities.

22. “Management is cultured bound” – Explain.
Ans: “Management is cultured bound” I think it is a true statement. Because there are many arguments about the matter.
We know, management means the getting things done through the efforts of others people. All the management rules and regulation such as planning, organizing, leading and controlling have made to depends on people. In the industrial sector people mean human resources. Those people come from the society. And our society is fully bounded by culture.

Culture is a set of values, believes and norms, that are shared by society’s members. On the other hand, culture is the acquired knowledge that people use to interpret experience and general social behavior.

So, there is a close relationship between culture and organization.

According to S.P. Robbins, “Organizational culture refers to a system if shared meaning heed by members that distinguishes the organization from other organization.”

There are some functions of organizational culture such as:
Organizational identity/ Collective commitment/ Promote social system stability/ Sense making device.

And type of organizational culture are:
Constructive culture/ Passive defensive culture/ Aggressive defensive culture/ Dominant culture/ Sub- culture/ Strong vs work culture.

All type of culture and cultural functions are affected an organization.

On the other hand, management is heart of any organization. And cherry organization has its own culture.

So from the above discussion, we can say that organization is bounded by culture for this result management is also culture bound.


Ans: Organizational Design: Complexity of organization/ Authority decision making/ Evolution & control/ Reward and punishment incentives/ Identification.

Ethnocentric: Complex in home country, simple in subsidiaries/ High in head quarter/ Home standards applied for person and performance/ High in head quarter and low in subsidiaries/ Nationality of owner.

Polycentric: Varied and independent/ Relatively low in head quarter/ Determined locally/ Wide variation can be high or low reward for subsidiary performance/ Nationality of home country.

Geocentric: Increasingly complex and interdepended/ Aim for a collaborative approach between head quarter subsidiaries/ Find standard which are universal & local/ International & local executives are rewarded for reaching local & worldwide objectives/ Truly international company but identifying with National interest.

24. Difference among Autocratic, Democratic & Paternalistic leadership.

Ans: Autocratic leadership: The Autocratic leader gives order which must be obeyed by the sub ordinates/ The leader dose not have to obtain group members approval before deciding/ This leadership dose have negative impact upon group moral.

Democratic leadership: Democratic leadership society employees participation and respects their opinion/ It enhance moral of the employee/ It enhance co-operation between mgt. & employee.

Paternalistic leadership: This leader assumes that his function is paternal or fatherly/ He works to help, guide, protect and keep his followers happily working together as member of a family/ This mode of leadership produces goods & quick result if the followers are highly educated & brilliant.

25. List the feature of management practices in developed countries.

Ans: The feature of management practices in developed countries depends on some popular elements.

Joint responsibilities/ Large amount of fund/ Skilled & experienced human resource/ Modern technology/ Competitive advantages/ Role of government/ Competitive moment/ Research & development/ Quality control/ Continuous training.

26. Describe the success story of a Bangladesh Multinational company.

Ans: Multinational Company means a firm that owns business operations in more than one country. Now a day’s many firms in our country are familiar with Multinational Company. Such as Walton electronics, RFL, Square etc. Behind the success story of a Bangladesh Multinational company has some important factors.

Factors: To create new customer/ To achieve lower costs and enhance firm competitiveness/ To achieve customer belief/ To reduce risk/ To reduce cost of product & supply/ To increase customer satisfaction/ To develop standard of living/ To introduce new product & services.

27. What is divergence culture?

Ans: The result of the restriction of a culture form the outside culture influences; culture divergence is the tendency for culture to become increasingly dissimilar with time.

28. Success story of Multinational Company for example- Unilevers Bangladesh Ltd.
Ans: Unilevers Bangladesh Ltd. is a very popular Multinational Company in our country. This company has about 70 years glorious history which is very rich and colorful. Some functions of this company are such as follow.

Social responsibilities of Unilever: Invest for public interest/ Help for environmental improvement.

Management activities Unilever: Constitution/ Operations/ Types of product/ Top brands/ manufacturing facilities/ Employees.

Organizational structure of Unilever: Customer management department/ Brand improvement department/ Supply chain/ Finance department/ HRM.

Objectives of Unilevers Bangladesh Ltd: Planning/ Organizing/ Staffing/ Leading/ Controlling.

29. Convergent of Consumer.
Ans: In evolutionary biology, Convergent evolution is the process where by organisms not closely related, indecently evolve similar traits as a result of having to adapt to similar environments or ecological niches. Deferent cultures exposed to similar environmental pressures will often develop similar traits, beliefs systems and living strategic. The forest people of one part of the plant often devise similar living social strategies as those of another part, so do mountain cultures, costal, herding, nomad societies, urban dwellers and agricultural communities. We are living the world that is quickly becoming urbanized. The people of the countryside, mountains and forests are becoming city people, and the resulting shift in culture which is often attributed to globalization reflects this the living systems of urban cultures resemble each other everywhere.

30. Divergent evolution of culture?
Ans: Divergent evolution occurs when a group from a specific population develops in to a new species. In order to adapt to various environmental conditions, the two group develop in to distinct. Species due to differences in the demands driven by the environmental circumstances. When group of one culture separate, when they move A part and contact wanes, when they experience deferent environmental pressures, they change and often become very different culture. We see that through out the world as empires spread, cultural density is lost, but when they recede, new cultures spring up in there wake. Hungarians are proud to tell people that day descend from the Mongols or Tibetans, but their modern cultures in nothing like it is on the plateaus and steppes of central and northern aria. In a more immediate sense, when a sect from a remote minority culture moves in to an urban environment they often develop different practices to accommodate the change in living strategy. These sets culturally diverge fast often showing little sign of their rural roots within in a couple generations.

31. Managing cultural diversity.
Ans: (i) Individual at strategic foe dealing with diversity: Understanding/ Empathy/ Tolerance/ Willingness to communicate. (ii) Organizational approaches to managing diversity: Organizational policies/ Organizational practices/ Diversity training/ Organizational culture.

32. National Culture.
Ans: It deals with the business environment within which the company operates and focuses on the factor of national culture. The influence of different national cultures can be identified by comparative analysis. Culture response to other factor in the environment and so it is subject to change. The manager must be prepared to do his own analysis of the cultural environment.

33. Organization versus national culture.
Ans: the study of organizational culture is difficult because the term has no one accepted meaning . Early studies focused on describing the subjective side of organizational life but the emphasis has recently switched to making .(i) the general relationship between employed & their organization,(ii) the vertical hierarchical system of authority defining superiors and subordinates(iii)the general views of employees about organization destiny, purpose and go and their place in it.

34. Management system in England?
Ans: England is a pre-industrial developed country with the development of civilization most of the countries are occupied the English nation. After nineteen century the industrial revolution developed through the industrial development of britten. At the time britten introduced many developed industrial management system after that different countries Followed rule. The industrial institute of England always introduce new management thought. For this result the management system has turned in to scientific management. Every institute has a unique organizational council this board of directors maintain all the organizational activities and this board include employees in the decision making process.

35. Features/ objective/ Characteristics of MGT system in England?
36. Cross culture management skills.
Ans: (i) Understand the nature of culture. (ii) Learn about specific cultures. (iii) Recognizing differences between culture. (iv) Recognizing which and how cultural factor influence. (v) Implementing the structure. (vi) Recognizing how far structure.

37. Organizational culture as distinct from national culture.
Ans: Provides the individual member with a sense of identity. provides a source of commitment to an organizational reality bigger than himself. Act as a frame work for interpreting reality and thus for molding behavior.
National culture: (i) A culture is particular to one group and not others. (ii) It is learned and is not innate. (iii) It is passed down from one generation to the next. (iv) It influences the behavior of group members in uniform and predictable ways . (v) It includes systems of values.

38. What is cultural convergence.
Ans: Cultural convergence refers is a movement in every key aspect of level and global societies. Convergence commonly used to do for the technologies global standards entertainment. We are describing the trends of disparate cultures to integrate and at the same time, retain their unique characteristics.

39. Do you think japanese motivation and leadership practi ces work in Bangladesh?
Ans: Unique organizational culture./ Strong company’s philosophy/ paternalistic leadership./ Evaluation on the base of age and experience./ Sound management system/ Educated and skilled man power.

40. The most crucial problems of industries in Bangladesh is in competent management. Discuss.
Ans: Non- professional management/ unskilled labour/ Autocracy/ Productivity and profitability at the lowest/ strained industrial relation/ Indiscipline/ Backward working / Insecurity of job and low moral.

41. What do you understand by decision making.
Ans: To recognizing differences between culture/ To recognizing which and how culture factors influence the expression of business structure, system and priorities/ To implementing the structures of the other culture/ To recognizing how far structure of ones culture can be implemented within the other culture and vice-versa.

42. What factors are usually considered in making comparative judgment of management.
Ans: (i)Selected environmental factors: Objective settling/ Planning/ organizing/ Actuating/ Controlling. (ii) Economic(iii) Social (iv) Technological.

43. Issue the function of institution providing the education in Bangladesh.
Ans: (i) Educational institution related management in Bangladesh: Public & private university/ National university/ Management training institute since 1946/ Bangladesh management since 1961/ Bangladesh institution of bank management since 1974.
(ii) The function of those institutions providing management education in Bangladesh are: Apprentice training/ Training through work/ Job rotation/ Lecture and discussion/ Training by the expert personnel/ Training classroom/ Role play/ Formal program/ Training the outside institution.

44. How is the management system in Bangladesh differ from that of the UK.
Ans: (i) Management system in Bangladesh: Quantitative account of management in Bangladesh/ Profile of Bangladesh managers/ Management culture in Bangladesh/ Principle of management/ Delay decision making process/ Autocratic authority system/ Poor motivation in Management. (ii) Management system in UK: Joint management/ Long term planning/ Control of product quality/ Skillful management/ Well motivation/ Promotion system of employment/ To Priority Company’s interest.

45. Describe the strength and weakness of U.S.A & UK management practice.
Ans: (i) **Strength of U.S.A management practice:** Recognition of personal initiative/ Large amount of capital/ Technological development/ Structural development/ Technical education. (ii) **Weakness of U.S.A management practice:** Directing management style instead of participative management/ There is no employee representative in organizational board of directors/ High product price because of high marketing expenses/ Job stability is very less in U.S.A./ Most of the company’s in U.S.A. are private, so government can not help in management.

(i) **Strength of UK management practice:** Joint management system/ Long-term planning/ Well skilled manager/ Promotion system. (ii) **Weakness of UK management practice:** Organizational interest gets more priority than employees interest/ Lack of discipline/ More complexity/ Government rules and regulation.

46. What made Japanese management style unique.
Ans: Sound management structure/ Employment stability/ Collective responsibility/ Flexible personal policies/ Participative management/ Strong employee identification with the company/ Close relationship with government and business/ Large investment in HR.

47. What different and similarities are found between the management system of India & Bangladesh.
Ans: **Similarities between India & Bangladesh:** Regional development / Creation of employment/ Co-operation to economic development/ Performance of social responsibilities/ Evaluation of environmental elements.

**Different between India & Bangladesh:** (i) **India:** long-term planning/ High skill and capable leaders/ Staffing of trained and experienced HR/ Proper authority & responsibility/ Goal attainment process. (ii) **Bangladesh:** Short-term planning/ Lack of skilled managers & leaders/ Lack of trained and experienced HR/ Imbalance authority & responsibility/ Aimless attainment.