



**20040 Doing Business in Eastern Europe: Ukraine, Russia, Belarus
(ST 2008-2009) – Final Exam**

Final exam: maximum of 60 points can be reached.

Time: 1 hour

Language: English

Structure of exam: 2 parts. You should solve all questions in Part 1; maximum score is 24 points. Part 2 is solving 3 out of 5 questions (maximum score is 12 points each). You should solve 3 (and only 3) questions in Part 2.

Aids: a bilingual dictionary.

Please, follow the advice:

1. Use theoretical tools and terminology you have learned in the class and from reading assignments.
2. Make sure this is a clear structure in your argument.
3. Please, remember that people have to be able to understand what you write.

Examiner: Dr. Elena Reshetnyak

Part 1.

There are 8 binary choice questions. Each question contains a statement, which is correct or incorrect and can be answered with “yes” or “no”. The statement is correct if all the parts of the statement are true. Please, support your answer with 3-4 lines of arguments, clarifying your answer. Use facts, theoretical interpretation, empirical evidence, which you have learned.

For each correct answer, supported by right arguments, your score is + 3. Only choosing “yes” or “no” will not give you any points.

Question 1:

Being a part of a group-oriented society, companies in Eastern Europe traditionally emphasize group harmony, loyalty, group decision making, and unity.

Is this statement correct?

YES

NO

Argument:

Question 2:

Behavior of Belarusian workers (compared to the Russian and Ukrainian ones) is more individualistic, which is based on their history, traditions and recent changes in economic development.

Is this statement correct?

YES

NO

Argument:

Question 3:

Systematic organizations have the following characteristics: specific goals and targets, written procedures for people to follow; experience is more respectful than analysis in decision making; personal relations are not important in getting things done; flexibility is common.

Is this statement correct?

YES

NO

Argument:

Question 4:

When doing business in Eastern Europe, collectivistic attitudes should be taken into consideration by developing trust in relations between manager and employers, establishing clear communication, supporting the feeling of security, introducing competition among teams.

Is this statement correct?

YES

NO

Argument:

Question 5:

Labour in transition may be characterized by the following changes: increased labour mobility, connection with labour market condition, increased unemployment, movement of labour from state sector to private sector, increased number of people involved in private entrepreneur activity, and bigger percentage labour force with higher education.

Is this statement correct?

YES

NO

Argument:

Question 6:

The new generation of “market oriented managers” has the following characteristics: well-educated, ambitious, have working experience in a western company, display more collectivistic behavior, and speak a foreign language proficiently.

Is this statement correct?

YES

NO

Argument:

Question 7:

Most employees in Eastern European companies oppose the empowerment since they are used to a strong-leader concept, avoid additional responsibilities, not interested in self-initiative; it explains why the empowerment changes introduced by western managers in Eastern European companies often fail.

Is this statement correct?

YES

NO

Argument:

Question 8:

Centrally planned economy is built on strong vertical coordination, collective ownership, qualitative output targets, allocation of resources by ministries, income equality, and strong considerations of consumer preferences.

Is this statement correct?

YES

NO

Argument:

Part 2. Please solve three (3) and only three of following five (5) problems:

Question 1: Leadership and management in Eastern Europe

- a. Provide the analysis of different managerial groups in Eastern Europe
- b. What kinds of adjustments are important in the style of management of EE leaders to be more competitive and successful in international partnerships

Question 2: Motivation in companies of Eastern Europe

- a. Which characteristics of the motivation system under Soviet time create barriers for implementing successful HRM practices by international companies.
- b. Which peculiarities of Slavic mentality should be taken into consideration in the development of effective motivation system in Eastern European organizations.

Question 3: Effective business partnership of Russian/Eastern European and German organizations

- a. Analyze the biggest differences between Russian/Eastern European and German organizations
- b. Which elements of organizational dimension are typically reconsidered when doing business together

Question 4. The role of education and training

- a. Analyze strengths and weaknesses of Eastern European higher education system regarding the requirements of modern labour market
- b. What are the major trends in training and development practices in Eastern Europe

Question 5: Attractiveness and barriers of doing business in Ukraine, Russia, and Belarus (the example of one country may be used)

- a. Analyze key attractions of Eastern European markets for international businesses (support your arguments with appropriate economic indicators).
- b. Discuss two (of your choice) major barriers for Doing business in these countries.