

Code No: MB191A/R19

MBA I Semester Regular/Supplementary Examinations, July-2021

CROSS CULTURAL MANAGEMENT

Time: 3 Hours

Max. Marks: 75

*Answer Any FIVE Questions, one from each unit
Question No. 11 is Compulsory*

UNIT-I

1. a Explain the Concept of Culture for a Business Context 6M
b Explain a Brief wrap up of organizational culture 6M

OR

2. a Define business stakeholders and Explain their significance in culture 6M
b Discuss the influence of culture on stakeholder Management 6M

UNIT-II

3. a Define Global Management in detail 6M
b Explain the Role of Culture 6M

OR

4. a Explain the elements of Communication across Cultures 6M
b Discuss the Culture Implications for Team Building. 6M

UNIT-III

5. a Explain the terms Negotiation & Decision Making 6M
b Briefly explain the Process of Negotiation 6M

OR

6. a Discuss the Structure & Culture in an organizational Context. 6M
b Explain the significance of Strategy Formulation & Implementation. 6M

UNIT-IV

7. a Explain Global Human Resources Management 6M
b Discuss in detail Staffing and Training for Global Operations 6M

OR

8. a Discuss in detail Retention strategies. 6M
b Briefly explain the importance of motivation and leadership in Global HRM 6M

UNIT-V

9. a Explain Corporate Culture 6M
b Discuss the Nature of Organizational Cultures 6M

OR

10. a Explain Successful Implementation of Culture Change Phase 6M
b Explain the significance of Designing the Strategy for a Culture Change 6M

11.

CASE STUDY

15M

A piece of technical equipment was to be prepared and configured in Europe and sent to China where it would be installed at the customer premises. This first phase of the project itself provides a perfect insight into some of the major differences as to how western and Chinese culture conduct business transactions.

The expectation from a western enterprise is that a set of detailed specifications would be provided by the customer and the equipment would then be built to this specification. The Chinese customer, however, expects that the equipment provider is competent enough to know what should be provided and therefore did not provide any specifications. When the local sales manager was requested to ask customer for specific information some reasons were provided as to why this could not be done, although an actual refusal to do so was never offered. The western engineers failed to understand that for him to ask such questions would demonstrate to the customer that our company is incompetent and also place him in what would be considered to be a compromising situation. On the other hand, this refusal also gave the western company the impression that the sales manager was incompetent since none of the offered reasons seemed to “make sense” (in their eyes at least).

This small example highlights some typical “east meets west” clichés which are often encountered; namely that Chinese often see western firms as extremely process driven and thus inflexible, whereas westerns will depict Chinese as unorganized and difficult to work with since specific information is often not provided.

Question:

How would you solve the above problem of disparities arising out of their respective cultures?