

Name:

Enrolment No:



**UNIVERSITY OF PETROLEUM AND ENERGY STUDIES**  
**End Semester Examination, May 2024**

**Course: Cross Cultural Management**  
**Program: BBA (HRM)**

**Semester: IV**  
**Course Code: HRES2006**  
**Max. Marks: 100**

**Time: 03 hrs.**

**Instructions:**

- 1. All sections are compulsory.**
- 2. This question paper contains 4 printed pages**

**SECTION A**  
**(2 x 10 = 20 Marks)**  
**Answer in True/ False Only**

| S. No.  |  | Marks | CO  |
|---|--|-------|-----|
| Q-1   | Globalization has made it easy to manage cross cultural business relations   | 2     | CO1 |
| Q-2   | There is a gradual decline of centrally planned economies, and more and more countries are moving towards market driven economies  | 2     | CO1 |
| Q-3   | Core value of the culture of a place reflects in rituals of the people.  | 2     | CO1 |
| Q-4   | In an individualistic culture, family values are not very important.   | 2     | CO1 |
| Q-5   | Making cultural change in a strong culture like India is a difficult task.   | 2     | CO1 |
| Q-6   | Mc. Donalds is a global brand. It may have standard marketing procedures across different countries of the world.  | 2     | CO1 |
| Q-7   | Ethnocentrism is a cultural bias in which a person feels people from a particular ethnic background will behave in a certain way   | 2     | CO1 |
| Q-8   | If an Indian national negotiates with another Indian (NRI) living in USA, Cross Cultural Negotiation will not be an issue.   | 2     | CO1 |
| Q-9   | Expatriates are people who return to the home country, after working in a foreign country for long.  | 2     | CO1 |
| Q-10  | If an Indian Employee is relocated to USA, his salary in USA would be equivalent to as many dollars in USA as is the value of dollars of his salary in India.                                  | 2     | CO1 |
| <b>SECTION B (4 x 5 = 20 Marks)</b><br><b>Attempt All Questions</b> |  |       |     |
| Q-11  | Discuss how uneven development of the world is creating potential application of cross-cultural management (CCM) principles.<br>Explain how globalization helps in coping with CCM challenges. | 5     | CO2 |

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| Q-12   | Compare and contrast American Negotiation Style with the Arab Negotiation Style. Who in your opinion is a better negotiator? Why?  | 5               | CO2 |
| Q-13   | Citing relevant practical examples briefly explain the Kluckhohn-Strodtbeck Value Orientations theory.   | 5               | CO2 |
| Q-14   | What are the issues and challenges involved in Global/ International Human Resource Management (IHRM)? How is IHRM different and similar to HRM? Explain citing practical examples wherever needed.  | 5               | CO2 |
| <b>SECTION-C (3 x 10=30 marks)</b><br><b>Attempt all QUESTIONS</b> |  |                 |     |
| Q-15   | As much you know about Japanese Culture and Indian Culture, Compare Japanese Culture with Indian Culture using Hofstede Cultural Dimensions. Give relevant practical examples wherever required.   | 10              | CO3 |
| Q-16   | In cross cultural international marketing, the multinational companies (MNCs) face the dilemma of Standardization vs Adaptation. Give practical examples and explain in what situations adaptation of product to local market will be preferred, and in which situations having a standard product in all markets is beneficial.   | 10              | CO3 |
| Q-17   | What is international recruitment? What are the issues and challenges in international recruitment and selection? How is international recruitment and selection different from recruiting and selecting within a nation? Explain what strategies a MNC may utilize to have successful and fruitful international recruitment and selection process  | 10              | CO3 |
| <b>SECTION-D</b>   |  |                 |     |
|  | <p>Today's business environment has become highly complex, dynamic and globalized. In today's global world an understanding of what happens when people from different cultures meet and work together is quite essential for managers and leaders. Actually, in the entire world there are approximately 80,000 multinational firms and each has in average 10 affiliates abroad, forming this way a vast planetary net.</p> <p>The contemporary companies in global economy need competent management with willingness, awareness, knowhow and skills to communicate and operate across cultural borders. On the other hand, the consequences of the globalization of the economic activity are on cultural values specific for different countries, some specialists notice the cultural differences between countries.</p> <p>Successful communication between human beings, either within a culture or between cultures, requires that the message and meaning intended by the speaker is correctly received and interpreted by the listener. Sustainable error-free communication is rare, and in most human interactions there is some degree of miscommunication. In understanding communication, a listener must pay attention not just to what is said and when, but also to how many times something is said, under what circumstances, and by whom. Difficulties in intercultural communication arise when there is little or no awareness of divergent cultural values and beliefs. In intercultural interaction, speakers sometimes assume that what they believe is right, because they have grown up thinking their way is the best.</p> | (15+15)<br>= 30 | CO4 |

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| <p>Q-18</p> <p>Q-19</p> | <p>In a truly Global Multinational Corporation, that operates in many countries of the world with diverse cultures still have a similar if not same corporate culture in it's offices and subsidiaries in several countries?<br/>Compare the pros and cons of having same/ similar corporate culture worldwide vs having different corporate cultures in different countries as per local needs.</p> <p>For a truly global MNC, in which people across cultures have to communicate and coordinate, suggest what type of corporate communication model the company may have? What were the several things you will consider to be a part of such corporate communication model. Discuss.</p> |  |  |
|                         | <p>*****End of the paper*****</p>  |  |  |