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**M. B. A. (Third Semester) Examination,
Nov.-Dec. 2020**

(New Scheme)

(Management Branch)

CROSS CULTURAL and GLOBAL MANAGEMENT

Time Allowed : Three hours

Maximum Marks : 80

Minimum Pass Marks : 32

Note : Attempt all questions. All questions carry 16 marks.

Unit-I

1. Write short notes on any **two** of the following : $2 \times 8 = 16$

(a) The Institutional perspective

(b) Convergence theory

(c) The Brewster and Bournois model of International HRM

(d) Problems of International Research

Unit-II

2. (a) Explain the stages of Internationalization. 8

Or

State and discuss in-brief the different approaches to International Business.

(b) Discuss the International Staffing Policy. 8

Unit-III

3. (a) Define and analyse organizational culture. Differentiate between Organizational culture and National Culture. 8

(b) When is communication across cultures appropriate. Explain with suitable examples. 8

Or

Describe the communication styles briefly. Discuss the factors that influence the selection of an appropriate style.

Unit-IV

4. (a) What are some of the challenges faced in training expatriate managers? 8

(b) What should be the main objectives for a multinational firm with regard to its compensation policies? 8

Or

What are the key differences in salary compensation for PCNs and TCNs? Do these differences matter?

Unit-V

5. Read the case and answer the questions : 4×4=16

Mr. Ramana Kote was working in TELCO as Human Resource Manager in Pune. He has been selected by Coca Cola as its regional manager in 1998 and later shifted him to its corporate office in New Delhi. Mr. Ramana and his family members are very happy for his quick promotions in Coca-Cola. Mrs. Sarla Devi is Mr. Ramana's wife. She strongly believes in Indian culture and the single career group. As such, she is housewife and takes care of children and her husband.

Mr. Ramana Kote has been innovative in formulating the member of performance appraisal programmes,

cross-cultural training and compensation packages. He is also strong in conceptual knowledge. The corporate management of the company is impressed with his skills and abilities and transferred him to its headquarters in the USA.

Mr. Kote, his wife and two female children felt very happy regarding the US job. Mr. Kote and his family members landed in USA in March 2000. The company provided housing, medical and conveyance facilities to Mr. Kote and his family for three months i.e., upto July 2000.

Mr. Kote likes his new job as it is highly challenging and rewarding. In addition, he has been interacting with the employees of different countries and the top executives. The family members were excited with the facilities, culture and the people initially.

Mr. Kote has been busy with his work at the office and could not spend time with the family members as he was spending time with them in New Delhi and Pune. Consequently, Mrs. Sarla was forced to spend most of her time in isolation as no one in the USA spends their time for others as it happens in India. She could not

adjust with this cultural aspect of USA at her late 40s. She forced her husband to leave the job and the country.

Questions :

- (a) Which approach of International Business Best suits Coca-Cola company?
- (b) What are the selection techniques for global jobs?
- (c) Enumerate the qualities possessed by Mr. Kote for global job?
- (d) What was the underlying reason for Mr. Kote to leave the job and the country?