

Printed Pages – 7

Roll No. :

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**M. B. A. (Third Semester) Examination,
Nov.-Dec. 2021
(New Scheme)**

(Management Branch)

CROSS CULTURAL and GLOBAL MANAGEMENT

Time Allowed : Three hours

Maximum Marks : 80

Minimum Pass Marks : 32

**Note : Part (a) of each question is compulsory.
Attempt any two parts out of (b), (c) and (d)
in question 1, 2 & 3. Attempt any one part
out of (b) and (c) in question 4 & 5.**

Unit-I

1. (a) Explain Convergence theory. 2
- (b) Explain the approaches of establishing an Inter-

[2]

national Organization with advantages and disadvantages. 7

(c) Explain convergence and divergence theory with factors affecting the choice of convergence and divergence theory. 7

(d) Describe the six-step internationalization process, and distinguish between a global company and a transnational company. 7

Unit-II

2. (a) Explain International HRM in brief. 2

(b) Explain the Brewster and Bournois model of International HRM. Discuss its major finding. 7

(c) Explain the Poole's adaptation of the Harvard Model of International HRM with its contribution and limitations. 7

(d) What are the problems of International Research? Explain it with any assumed example. 7

Unit-III

3. (a) Explain Management of Knowledge Workers in relation to international HRM. 2

576352(76)/676552(76)

[3]

(b) Explain inter country differences in detail, which may affect international HRM? 7

(c) What are different dimensions for selecting an international manager? Explain the different predictors for success of Selection. 7

(d) Explain the different causes for international assignment failure in detail. 7

Unit-IV

4. (a) Explain different cultural aspects which should be considered while working in International Organization? 2

(b) A case study on miscommunication in multicultural teams : 14

Sandeep has just joined the Bangalore office of a New York based MNC. As part of his training he will be spending 3 months in the US, but has already been assigned to a team with members in New York, Tokyo and Bangalore. Sarah, the New York based project manager, has scheduled a teleconference meeting for Tuesday. Sandeep will be travelling to Delhi to get his US visa over the meeting time. Here's their conversation.....

576352(76)/676552(76)

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[4]

Sarah : Can we do the teleconference tomorrow, 7 pm for you, or should we wait until you get back?

Sandeep : Better if we can wait, but I can do it if you like—if it's necessary.

Sarah : Do you want to postpone it? Tell me, yes or no?

Questions :

- (i) What cultural and/or personality traits are influencing the communication?
 - (ii) What is Sarah likely to be thinking/feeling?
 - (iii) What is Sandeep likely to thinking/feeling?
- (c) Write a detailed note on : (any **two**) 14
- (i) Cross – culture Theories
 - (ii) Culture and Organizational performance
 - (iii) Cross – Culture Business Communication

Unit-V

5. (a) What are the factors that influence the International Compensation structure? 2

[5]

(b) What are some of the things global organizations can do to manage compensation risk and ensure effective governance in a global environment? What are the Components of Remuneration Package? 14

(c) Cross-cultural Case Study : 14
The East and West : Businesses need to take steps to understand a culture prior to engagement.

Situation 1 : Amanda goes to China

Amanda, an entrepreneur who went to China with a dream of expanding her business overseas. She experienced how challenging and frustrating it was to get things done on time and to get feedback from her local team. She would ask her Chinese staff to do certain tasks and they would always agree only to disappoint her by not meeting her expectations and deadlines.

Amanda's interactions with staff outside of work were like she was unable to mix work with pleasure. She normally grabbed lunch alone and ate it at her desk so that she could continue working. It is clear from the situation that she had no idea how different her American cultural behaviours were from the Chinese and how it was deferring her from launching

[6]

a successful business in China. After 18 months, Amanda called it quits and returned to San Francisco.

Situation 2 : Naomi goes to China

Unlike Amanda, Naomi wanted to prepare for her trip to China. She had hosted a Chinese delegation in the U. S. but realized that there was a level of awkwardness during this first encounter. When the delegates invited her to China, Naomi first understood the dimensions of the American culture and compared them with China's. She quickly realized the vast differences between these two cultures. She also went through Chinese etiquette (especially introductions and business cards) and some of the unspoken attitudes and rules like "face."

Naomi returned gracefully, glided through the meetings without stumbling because she knew what to expect. In fact, because she took the time to know and respect her hosts' culture, she was able to establish a level of comfort and trust. Her hosts, in return, introduced her to even more business partners and opportunities?

[7]

Questions :

- (i) Compare the cross-cultural differences between two situations?
- (ii) How much it is important to learn about cross-cultural communication before you engage in global business in relation to above two situations?