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Roll No.

MB-203(H3)

M. B. A. (SECOND SEMESTER)

MID SEMESTER

EXAMINATION, April, 2023

CROSS CULTURAL MANAGEMENT

Time : 1½ Hours

Maximum Marks : 50

- Note :** (i) This question paper contains two Sections—Section A and Section B.
- (ii) Both Sections are compulsory.
- (iii) Answer any *two* sub-questions among (a), (b) and (c) in each main question of Section A. Each sub-question carries 10 marks.
- (iv) Section B consisting of Case Study is compulsory. Section B is of 20 marks.

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Section—A

1. (a) Elaborate how values and beliefs shape the cultural values and how do they further influence the management styles. (CO1)
- (b) Peter Drucker said, '*Company cultures are like country cultures. Never try to change one. Try, instead, to work with what you've got.*' Highlight any 5 key Indian business practices that reflect our culture. Give examples for each. (CO1)
- (c) How is India different from a typical western country in any five cultural dimensions given by Hofstede? (CO1)
2. (a) How can managers effectively navigate cultural differences to succeed in foreign markets? (CO1)
- (b) Discuss any five value dimensions given by Kluckhohn and Strodtbeck with examples. (CO1)
- (c) Appraise how the value dimensions by Kluckhohn and Strodtbeck would influence workplace policies. (CO1)

3. (a) Culture is the dynamic process of solving human challenges/dilemmas. All cultures are similar in the dilemmas they confront, yet different in the solutions they find. Demonstrate five ways in which cultural dilemmas can be reconciled. (CO2)
- (b) Discuss the concept of cultural shock. Outline and explain the stages of cultural shock. (CO2)
- (c) What are some of the strategies that can be used to manage diversity in the workplace? How can these strategies help to create a more inclusive and productive work environment? (CO2)

Section—B**4. Case Study :****Cross-Cultural Issues at Aero**

Imagine that you have recently been hired as a human resources consultant by a Canadian multinational enterprise (MNE) called Aero. Aero designs, manufactures and sells commercial airplane engines and fuselages worldwide. It currently has over 1,000

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employees in its three locations; including 500 at its global headquarters in Canada, 300 at a manufacturing plant in the U.S., and now over 200 at its newest manufacturing plant in Mexico.

The firm is having problems communicating and sharing its corporate values and policies with its newest employees in Mexico. The only experience Aero has had in opening a new subsidiary prior to Mexico was in the U.S., where corporate values and policies were taken up by American employees with little difficulty. The problems in the Mexican plant seem to center around poor communications between the managers, who are mostly Canadian, and its new employees, who are mostly from Mexico.

"We want our corporate culture to be the same everywhere," explains Aero's CEO, Ms. Mary Avery, to you over lunch. "We want everything we do in Canada to be the accepted, standard practice across all of our locations, but that just doesn't seem to be getting across

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to our employees in Mexico." Avery continues by telling you that all new employees are trained in Aero's corporate culture via discussions with their managers and corporate brochures/reading materials. She says that her Canadian managers in Mexico are frustrated with the Mexican workers' abilities to learn Aero's culture and that, as a result, productivity at the plant has been negatively impacted.

You investigate the issue by speaking with managers and employees at the new subsidiary in Mexico. The managers complain that employees at the new plant do not speak their mind very often, and often seem to stress harmony with each other over learning Aero's culture. Managers are also frustrated that staff meetings frequently start late due to the lateness of employees. The employees, who are younger than their managers on the average, are frustrated that they are not told exactly how to do their tasks; instead, they are told to read their employee manuals for guidance. They are

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concerned that Aero managers are too impatient with them about learning the policies. They feel they have been left to their own devices to figure out how things work, which often causes them to stay late at work. What is more, staying late on their shifts often causes them to be late for staff meetings, where they are often berated by managers for not acting like "good Canadian employees".

After your examination you become convinced that the problem Aero is experiencing relates to culture, and you prepare your report accordingly.

Questions :

- (i) Do you think Aero's management is taking a more standardized or a more localized approach to their human resources management ? Why do you think this ?
- (ii) Select one of Hofstede's five cultural dimensions to explain to Avery the main differences between Aero's Canadian HQ and its Mexican subsidiary in terms of culture.

(iii) Explain why you selected this dimension as the primary source of the problem between the Aero HQ and its Mexican plant.

(iv) In your opinion, what are three ways that Canadian managers could demonstrate higher intercultural competence at Aero's Mexican subsidiary ?