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Roll No.

MB-203(H3)

**M. B. A. (SECOND SEMESTER)
END SEMESTER EXAMINATION,
June, 2023**

CROSS CULTURAL MANAGEMNET

Time : Three Hours

Maximum Marks : 100

- 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) "A nation's culture resides in the hearts and souls of its people."

—Mahatma Gandhi

Elaborate on this quote by throwing light on any *five* determinants of culture. (CO1)

- (b) Discuss how will the management functions of : (CO1)
- (i) planning; and
 - (ii) organizing vary with culture.
- (c) Describe *five* cultural dimensions as given by Geert Hofstede. (CO1)
2. (a) Mention *two* advantages and *two* disadvantages of a multicultural team. Do they tend to perform much better or worse than monocultural teams ? Give reasons. (CO2)
- (b) Discuss how the value orientations of : (CO2)
- (i) language; and
 - (ii) inequality affect a country's culture.

- (c) Discuss the concept of cultural shock. Outline and explain the stages of cultural shock. (CO2)
3. (a) Describe the leadership style in : (CO3)
- (i) individualistic culture; and
 - (ii) feminine culture.
- (b) Discuss *four* ways in which cultural diversity can be managed in an organization. (CO3)
- (c) Explain any *four* barriers to international marketing. (CO3)
4. (a) Recent development of cultural psychology, however, has uncovered that culture plays crucial roles in group processes. Elucidate the role of culture in forming : (CO5)
- (i) group perception; and
 - (ii) social identity.

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(b) Conflict is triggered when there are cultural differences between individuals within an organization or through general interaction with one another. Explain *two* reasons that cause intercultural conflict and *two* ways to resolve intercultural conflict. (CO5)

(c) Describe *five* principles of intercultural communication with examples. (CO5)

Section—B

5. Case Study : (CO4)

A leading international company headquartered in Switzerland thought of outsourcing its IT services to an Indian firm. For the first round of negotiation, Swiss employees invited the Indian team to their Zurich office. Neither the Swiss company nor the Indian IT consultants had prepared themselves for the interaction. Their understanding of each other's culture was

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limited to some Indian movies and YouTube videos.

On the first day of meetup, which was scheduled at 10 a.m., few Indian consultants arrived at 9 : 15 a.m. and started hovering around the workstations of the Swiss counterparts, while a few of them arrived at 10 : 15 a.m.. It was obvious that Swiss team did not like the disrespect for time and consequently showed some level of discomfort in communicating with the Indian team. Indian team was also a little uncomfortable understanding their Swiss accent.

A very interesting thing happened during the negotiation meeting. Three of the Indian employees kept addressing one of their team members as 'Sir' and when coffee was offered, they first passed on their coffee to their 'Sir' after he had taken a sip, the remaining Indian

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team started relishing their coffee. Seeing this, the Swiss passed a smirk.

During the coffee break, when the two groups started chit-chatting about lunch options, the Indians showed disgust when the Swiss mentioned that they had beef, pork, lamb, and fish in their menu. 'Sir' started giving a sermon on how many Indians considered eating animal meat a sin and how meat was a source of disease and major ailments.

When the negotiation resumed, Indian employees kept tilting their heads up and down, and right and left at various moments to convey their agreement and disagreement. However, the Swiss interpreted it as 'I am not sure'. The Swiss team got perplexed at how the Indian team could not be sure of almost anything and in the end they simply asked. The Indians then clarified that they meant 'yes' or 'I've heard' every time they nodded their

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heads. The Swiss understood that the negotiation to go smoothly and without any misinterpretation, they must meet after 2 days. Meanwhile both Indian team and Swiss team will do their homework of understanding about each other's culture, communication styles, and will have an interpreter.

Questions :

- (a) Identify the barriers to intercultural communication as projected in this case.
- (b) What went wrong in the first round of negotiation ?
- (c) Suggest *four* steps for successful international negotiation.

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