

# Faculty of Management Studies

## End Semester Examination May 2025

### MS3ET07 Cross Cultural Management

<b>Programme</b>	:	BBA	<b>Branch/Specialisation</b>	:	-
<b>Duration</b>	:	3 hours	<b>Maximum Marks</b>	:	60

**Note:** All questions are compulsory. Internal choices, if any, are indicated. Assume suitable data if necessary.  
 Notations and symbols have their usual meaning.

<b>Section 1 (Answer all question(s))</b>				<b>Marks CO BL</b>
<b>Q1.</b> Which of the following is not a determinant of culture?				1    1    2
<input type="radio"/> Religion		<input type="radio"/> Political system		
<input checked="" type="radio"/> Personal preferences		<input type="radio"/> Language		
<b>Q2.</b> According to Hofstede's dimensions of national culture, which country is likely to have high power distance?				1    1    2
<input type="radio"/> Sweden		<input checked="" type="radio"/> India		
<input type="radio"/> United States		<input type="radio"/> Denmark		
<b>Q3.</b> What is "Cultural Shock" in cross-cultural management?				1    2    2
<input type="radio"/> A sudden financial loss due to cultural differences		<input checked="" type="radio"/> The challenge of adapting to a new culture		
<input type="radio"/> A legal issue arising from cultural misunderstandings		<input type="radio"/> A specific communication error in a foreign country		
<b>Q4.</b> Which cultural dimension proposed by Hofstede relates to the degree to which individuals are integrated into groups?				1    2    2
<input type="radio"/> Masculinity vs. femininity		<input checked="" type="radio"/> Individualism vs. collectivism		
<input type="radio"/> Power distance		<input type="radio"/> Uncertainty avoidance		
<b>Q5.</b> Which of the following is a key challenge in cross-cultural negotiation?				1    3    2
<input type="radio"/> Uniform legal frameworks		<input type="radio"/> Similar leadership styles		
<input checked="" type="radio"/> Different communication norms		<input type="radio"/> Shared cultural values		
<b>Q6.</b> In global HRM, what is the primary purpose of expatriate training?				1    3    3
<input type="radio"/> To improve financial incentives for international employees		<input type="radio"/> To ensure employees understand foreign taxation laws		
<input checked="" type="radio"/> To help employees adapt to cultural and professional environments		<input type="radio"/> To enforce strict rules about work culture		
<b>Q7.</b> Which of the following best describes the relationship between culture and corporate structure?				1    4    1
<input type="radio"/> Corporate structures determine cultural behavior		<input checked="" type="radio"/> Cultural values influence how corporate structures are designed		
<input type="radio"/> Corporate structures and culture are unrelated		<input type="radio"/> Culture only affects leadership, not corporate structures		
<b>Q8.</b> What leadership style is most commonly associated with a collectivist culture?				1    4    3
<input type="radio"/> Autocratic		<input type="radio"/> Transformational		
<input checked="" type="radio"/> Participative		<input type="radio"/> Laissez-faire		

- Q9.** What is a common paradox of workplace diversity? 1 5 3
- It improves productivity but reduces job satisfaction
  - It increases teamwork but lowers motivation
  - It promotes innovation but may lead to conflicts
  - It enhances organizational culture but discourages communication

- Q10.** Which of the following is a key challenge in managing workplace diversity? 1 5 2
- Encouraging homogeneity in teams
  - Providing equal opportunities while addressing individual needs
  - Overlooking generational differences
  - Avoiding any cultural adaptation efforts

### **Section 2 (Answer all question(s))**

- Q11.** Explain the key determinants of culture and their impact on business practices. Marks CO BL  
4 1 2

<b>Rubric</b>	<b>Marks</b>
Definition of culture & determinants – 1 Mark	4
Explanation of 3-4 key determinants – 2 Marks	
Example of cultural impact on business – 1 Mark	

- Q12. (a)** Discuss Hofstede's National Cultural Dimensions and analyze how they influence business culture in India. 6 1 3

<b>Rubric</b>	<b>Marks</b>
Introduction to Hofstede's model (6 dimensions) – 1 Mark	6
Explanation of 3-4 key dimensions – 3 Marks	
Examples of Indian business culture influence – 1 Mark	
Critical analysis of impact on Indian companies – 1 Mark	

**(OR)**

- (b)** How does national culture shape organizational behavior? Illustrate with real-world examples.

<b>Rubric</b>	<b>Marks</b>
Definition & role of national culture in OB – 1 Mark	6
Explanation of at least 3 cultural aspects influencing OB – 3 Marks	
Examples (e.g., leadership styles in India vs. USA) – 1 Mark	
Conclusion on why cultural understanding is crucial in organizations – 1 Mark	

### **Section 3 (Answer all question(s))**

- Q13.** What is cultural shock? Discuss its stages with examples. Marks CO BL  
4 2 3

<b>Rubric</b>	<b>Marks</b>
Definition of cultural shock – 1 Mark	4
Explanation of 4 stages (Honeymoon, Frustration, etc.) – 2 Marks	
Example (expatriate experience, student exchange program, etc.) – 1 Mark	

**Q14. (a)** Discuss the reconciliation of cultural dilemmas in a global business environment. Provide examples.

6 2 1

Rubric	Marks
Definition & importance of cultural dilemma reconciliation – 1 Mark Explanation of reconciliation process (Trompenaars' framework, etc.) – 3 Marks Example of a company handling cultural dilemmas (e.g., McDonald's in India) – 1 Mark Conclusion on best practices for cross-cultural management – 1 Mark	6

(OR)

**(b)** Compare different styles of management in individualistic and collectivist cultures.

Rubric	Marks
Definition of individualistic & collectivist cultures – 1 Mark Comparison of management styles (decision-making, HR, motivation, etc.) – 3 Marks Example (Google vs. Toyota leadership approaches) – 1 Mark Critical analysis on effectiveness of each style in global settings – 1 Mark	6

#### Section 4 (Answer all question(s))

Marks CO BL

4 3 1

**Q15.** Explain the major barriers to international negotiations and suggest ways to overcome them.

Rubric	Marks
Definition of international negotiations – 1 Mark Explanation of 3-4 key barriers (language, ethics, legal issues, etc.) – 2 Marks Example & solution for overcoming a barrier – 1 Mark	4

**Q16. (a)** Analyze the role of HRM in global organizations and discuss key challenges faced by HR managers in cross-cultural settings.

6 3 1

<b>Rubric</b>	<b>Marks</b>
Introduction to HRM in global firms – 1 Mark Explanation of at least 3 HR challenges (recruitment, training, diversity, etc.) – 3 Marks Example of HRM strategy in an MNC (e.g., Unilever, Infosys) – 1 Mark Critical analysis on best HR practices in cross-cultural settings – 1 Mark	6

**(OR)**

- (b)** How do ethical considerations vary in Western and Eastern business contexts? Provide real-world examples.

<b>Rubric</b>	<b>Marks</b>
Definition of business ethics – 1 Mark Comparison of ethical practices in Western & Eastern cultures – 3 Marks Example (e.g., corporate governance in USA vs. China) – 1 Mark Conclusion on global ethical standards and adaptation – 1 Mark	6

### **Section 5 (Answer all question(s))**

**Marks CO BL**

4 4 3

**Q17.** Explain how cultural diversity influences marketing strategies in multinational companies.

<b>Rubric</b>	<b>Marks</b>
Definition of cultural diversity in marketing – 1 Mark Explanation of its role in advertising, branding, and localization – 2 Marks Example (McDonald's menu adaptations worldwide) – 1 Mark	4

**Q18.(a)** How does corporate culture influence leadership styles and strategic decision-making? Provide examples.

6 4 1

<b>Rubric</b>	<b>Marks</b>
Definition of Corporate Culture - 1 mark Impact on Leadership Styles - 2 mark Impact on Strategic Decision-Making - 2 mark <b>Example</b> – Provide a real-world example (e.g., Google's innovation-driven culture vs. Toyota's efficiency-driven culture).- 1 mark	6

**(OR)**

- (b)** Explain how cultural diversity impacts marketing strategies in multinational companies. Give examples.

<b>Rubric</b>	<b>Marks</b>
Definition of Cultural Diversity in Marketing - 1 mark Role of Cultural Diversity in Consumer Behavior - 2 mark Localization Strategies- Explain how companies adapt marketing strategies for different regions (e.g., McDonald's menu adaptations in India). - 2 mark <b>Example</b> – Provide an example of a company that successfully adapted its marketing strategy- 1 mark	6

#### **Section 6 (Answer all question(s))**

**Q19.** Explain the paradox of diversity and its impact on team performance.

**Marks CO BL**  
4 5 3

<b>Rubric</b>	<b>Marks</b>
Definition of diversity paradox – 1 Mark Explanation of how diversity both helps & challenges teams – 2 Marks Example (cross-functional teams in MNCs) – 1 Mark	4

**Q20. (a)** How can organizations create an inclusive work environment for diverse employees? Discuss with examples.

6 5 4

Rubric	Marks
Definition of an Inclusive Work Environment - 1 mark Key Strategies for Inclusion– Discuss at least three strategies (e.g., diversity training, flexible policies, unbiased hiring). - 2 marks Challenges in Creating an Inclusive Workplace - 2marks Example – Provide an example of a company with strong diversity & inclusion policies (e.g., Microsoft, Infosys). 1 marks	6

**(OR)**

- (b)** What are the key challenges in motivating employees across different cultures? How can companies address these challenges?

Rubric	Marks
Definition of Motivation Across Cultures - 1 mark Challenges in Motivation – Discuss at least three major challenges (e.g., different reward preferences, leadership expectations, communication styles).- 2 marks Cross-Cultural Motivation Strategies – Suggest solutions like tailored incentive programs and localized leadership approaches- 2 marks Example – Provide an example of a company managing motivation across cultures (e.g., Google's customized employee benefits in different countries - 1 mark	6

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