

[This question paper contains 4 printed pages.]

2017

Your Roll No. ....

**MHROD/IV Sem.**

**A**

Course 642

**CROSS CULTURE MANAGEMENT**

(Admissions of 2004 and onwards)

Time : 3 hours

Maximum Marks : 70

(Write your Roll No. on the top immediately  
on receipt of this question paper.)

Attempt all questions.

1. Comment on any two of the following statements :
  - (a) "Negotiation process in a cross-cultural context gets affected by non-verbal behaviors such as gazing, silent pauses or touching".
  - (b) "Earthquake in Japan, political unrest in Egypt and related incidents are a nightmare for global companies in seeking the effective working of organizations."
  - (c) "Expatriate management is a huge burden task for HR manager."  
(7+7)

P.T.O.

2. Discuss the four dimensions of culture proposed by Hofstede. What are the managerial implications of these dimensions ?

**OR**

How does the local culture affect ethical practices and responsibilities of MNCs in the global environment ? What are the implications for global manager ? (14)

3. What are the various cultural variables in the communication process ? Illustrate with some interesting examples which international managers had dealt with.

**OR**

Discuss the role of diversity in workforce in building international management teams. What more can companies do to use women and minorities as a resource for international management ? (14)

4. What are the major alternative staffing approaches for international operations ? Explain the relative advantages of each. Why would you choose one approach over another ?

**OR**

"The transnational structure allows a company to be global". How can a firm design its organization to enable international operations ? (14)

5. You are a recently hired HR manager at an organization that completed a merger roughly two months ago. While the two organizations are still in the transition period, you have noticed that the number of employees who have been coming to you with workplace concerns and issues has risen dramatically. Most of the complaints surround the culture clash between the two merging companies. Prior to coming on board, you were given the history of these two organizations and the background on the management style of both leaders. It became quite clear that the merger was going to be challenging, given the drastically different cultures (one American, another Japanese) of the two organizations. One of the companies was headed by a gentleman known for his casual, fatherly and employee-centric approach to business. The employees are used to work in an informal work environment that included all-staff coffee breaks and casual attires. The other company is managed in more conservative and hierarchical structure of decision-making.

**Questions :**

- (i) In addressing this situation, what is the first thing you would do as the HR manager?  
(4)

- (ii) How would you address the two vastly different approaches to business management? (4)
- (iii) What can an organization do prior to the merging of two companies to address the issue of culture management? (6)