


Name:	
Enrolment No:	

UPES
End Semester Examination, Dec 2024

Course: Cross Cultural & Global HRM **Semester: V**
Program: Int BBA-MBA (HRM) **Time : 03 hrs.**
Course Code: HRES 3019 **Max. Marks: 100**

Instructions:

SECTION A
10Qx2M=20Marks

S. No.		Marks	CO
Q 1.1	When an organization enters the international arena, it could have different types of employees; one of them is PCN's. These types of employees are- a) One who belongs to the country of origin of the firm b) One who belongs to the country where the subsidiary is located c) Ones who belong to the third country different from the country of origin of the firm or the host country d) None of the above	2	CO1
Q 1.2	The 'silent language' of non-verbal intercultural communication was identified by a) Edward Halls b) Florence Kluckhohn c) Hofstede d) Fons Trompenaars	2	CO1
Q 1.3	According to Trompenaars' cultural dimensions which of the following statements best reflects a culture with a universalist approach? a) Rules and regulations are flexible and applied depending on the context or relationships involved. b) People value personal relationships and consider exceptions to rules for close friends and family. c) All individuals are treated equally, and rules are applied uniformly, regardless of the context or personal relationships. d) Decisions are based on the specific situation and personal considerations rather than on fixed principles.	2	CO1
Q 1.4	Standardization in international marketing refers to: a) Customizing products based on local preferences b) Offering the same product with the same marketing strategy globally c) Using diverse pricing strategies in different countries d) Modifying promotional messages to suit local cultures	2	CO1
Q 1.5	In international business, firms typically adopt different approaches to staffing. At an early stage of an organization's international life cycle, when the managers in the	2	CO1

	subsidiary country belong to the parent country of the organization - This approach is typically known as		
Q 1.6	Edward Hall distinguishes between cultures with a low-context communication style, which is typically found in _____ countries, and high-context cultures, which are more common in _____ countries.	2	CO1
Q 1.7	Which of Hofstede's cultural dimensions refers to the degree to which a society values assertiveness, competitiveness, and achievement? a) Power Distance b) Uncertainty Avoidance c) Individualism vs. Collectivism d) Masculinity vs. Femininity	2	CO1
Q 1.8	Which of the following is an example of cultural misunderstanding in marketing? a) Coca-Cola using the same logo worldwide but adapting the product flavors for different regions b) A brand launching a global campaign that is culturally neutral and universally relatable c) A fast-food chain using a slogan that unintentionally has a negative meaning in a specific culture d) Nike using local athletes in advertisements to appeal to different markets	2	CO1
Q 1.9	According to Trompenaars' model, "Universalism" stresses the importance of adhering to rules and standards in all situations, regardless of the context. (True/False)	2	CO1
Q 1.10	Which of the following staffing approaches would best support cross-cultural integration in a global merger between two companies with distinct cultural backgrounds? a) Polycentric approach b) Ethnocentric approach c) Geocentric approach d) Regiocentric approach	2	CO1
SECTION B 4Qx5M= 20 Marks			
Q 2.1	Explain the concept of proxemics in non-verbal communication. How it varies across cultures.	5	CO2
Q 2.2	Define Culture and discuss the different elements that contribute to formation of culture.	5	CO2
Q 2.3	Differentiate between expatriation and repatriation with example.	5	CO2
Q 2.4	Explain the concept of Balance Sheet Approach and the Going Rate Approach in international compensation approach.	5	CO2
SECTION-C 3Qx10M=30 Marks			
Q 3.1	Compare and contrast the different staffing approaches used in IHRM in terms of their impact on international recruitment and selection processes. Company like Google adopt which staffing approach in their recruitment and selection.		CO3

Q 3.2	<p>McDonald's operates in over 100 countries with a global brand identity and a standardized menu (e.g., the Big Mac). However, the company also adapts its menu to suit local tastes, such as offering the McAloo Tikki in India or the Teriyaki Burger in Japan.</p> <p>How does McDonald's use standardization to maintain a consistent brand image globally, and how does it adapt its menu offerings to cater to local cultural preferences? Discuss the answer using cultural dimensions.</p>	10	CO3
Q 3.3	<p>Using any multinational company that has gone through an international M&A, discuss the role of International Human Resource Management (IHRM) in managing the human resource challenges during a cross-border merger or acquisition.</p>		CO3
<p>SECTION-D 2Qx15M= 30 Marks</p>			
Q 4.1	<p>A global company is planning to launch a new line of skincare products in India. They have been successful in the U.S. and European markets and are now preparing to enter the Indian market. The marketing team is unsure about how to adapt their products and advertising campaign to meet the needs of Indian consumers, given the diversity of the culture in India. The team is also debating whether to standardize their marketing message or adapt it for the Indian audience.</p> <p>Based on the Hofstede model, what cultural dimensions should the marketing team consider while designing the campaign for India? How might these dimensions affect product positioning and advertising?</p>	15	CO4
Q 4.2	<p>Provide a detailed analysis of how the company has approached the challenge of standardization vs. adaptation in its marketing strategy in international markets. You may choose any companies such as Coca-Cola, McDonald's, Nike, or any other global brand that has made significant strides in international cross-cultural marketing.</p>	15	CO4