



UNIVERSITY OF PETROLEUM & ENERGY STUDIES

DEHRADUN

End Semester Examination –April, 2018

Name of the Program: MBA IB

Semester – IV

Subject Name : Cross Cultural Management

Max. Marks : 100

Subject Code : INTB 8001

Duration : 3 Hrs

This question paper has 2 page(s).

Section – A (5*4 =20 Marks)

1. Briefly Explain the following terms
 - a) Egalitarian
 - b) Individualism
 - c) Masculinity
 - d) Ethnocentrism

Section - B (4*10=40 Marks)

2. “Cultures are complex and difficult to comprehend for both insiders and outsiders. To simplify the task of understanding cultures, academics have classified according to different dimensions”. Comment on the dimensions of culture.
3. “The GLOBE study is valued as it was based on a well-developed quantitative research design and standardized instruments were used”. Explain the characteristics and attributes covered in the study.
4. What do you understand by Hofstede’s Power distance Index?
5. What is cultural convergence? What are the forces that are helping cultures to converge?

Section - C (2*20 marks)

6. During the past thirty years, the countries of East and Southeast Asia were the most economically dynamic region and had fastest rate of economic growth in the world. Due to the rising economy, many people who conduct business and investment are interested in finding out the feasibility of marketing strategy in pacific Asia. Among the Asian

markets, the Asian Four Little Dragons (Taiwan, Hong Kong, South Korea and Singapore) are attracting more than thirty percent of all foreign investments in the countries of the Association of Southeast Asian Nations (ASEAN), and are the largest capital transfer in the region. Presently, the Asian four Little Dragons have growth rates between 5 to 10 percent over the last decade. In 2006, the amounts of merchandise import and export of Asian Four Little Dragons were US\$ 2,230 billion, and the ranking was between 11th and 16th in the world trade. According to the key statistics of Ministry of Economic Affairs, Taiwan major trade countries or regions include Hong Kong, South Korea and Singapore. In 2006, Taiwan traded amount of US\$39.2 billion with Hong Kong, US\$ 22.1 billion with South Korea and US\$ 14.3 billion with Singapore, and the respective rankings were fourth, fifth and sixth compared to other countries in the world.

Presently, Asian Four Little Dragons economy holds an increasingly large influence in the world. Despite the enthusiasm for increased economic exchange, many people have found that cultural differences have hindered their ability to efficiently conduct business due to their lack of understanding of the cultural differences among Taiwan, Hong Kong, South Korea and Singapore. People engaged in the negotiations of agreements in international business come from a variety of backgrounds and have different culturally influenced negotiation styles.

(i) Explain the importance of knowing the cultural aspect in establishing business overseas

7. To build Renault, Nissan, and Mitsubishi into a single organization, the Renault-Nissan Alliance BV in Amsterdam functions as a coordinator of the activities of the member organizations. On September 15, 2017, it launched the mid-term plan Alliance 2022. The three alliance members followed the next month with their own mid-term plans to fulfill their part of the goals of Alliance 2022. Nine members of senior management of Renault and Nissan are appointed Alliance executive/senior vice president and they are leading mixed teams to accelerate the convergence in nine key operational areas. This is again Ghosn's favorite way of integrating organizations with Cross-Functional Teams.

(i) Explain the challenges faced by global teams. What competencies are required by a global manager.