



UNIVERSITY OF PETROLEUM & ENERGY STUDIES

DEHRADUN

End Semester Examination –April, 2017

Name of the Program: MBA IB

Semester – IV

Subject Name : Cross Cultural Management

Max. Marks : 100

Subject Code : MBCH734

Duration : 3 Hrs

This question paper has 2 page(s).

Section – A (4*5 =20 Marks)

1. Briefly Explain the following terms
 - a) Uncertainty Avoidance
 - b) Collectivism
 - c) Ecological Fallacy
 - d) Polycentrism

Section - B (4*10=40 Marks)

2. Explain the cultural influences on Motivation
3. “Leadership styles in Europe can be understood to a great extent by the Cranfield University Study”. Explain
4. What do you understand by Hofstede’s Power distance Index?
5. “The GLOBE study is the only study in the world that has analyzed how leadership is viewed by cultures in all parts of the world”. Elaborate on the importance of the study.

Section - C (2x20 marks)

6. Did you know that a grasshopper is also considered to be a delicacy? No doubt food will play a role on your cross-cultural team – it is one way to share culture and bond. What role does culture have in building a cross-cultural team?

In addition to national cultures, corporate and functional/professional cultures will influence your team. Not to forget individual differences – age, gender, personality types. You need to be a culturally intelligent leader to steer the team through troubled waters. According to Elisabeth Plum “Cultural Intelligence (CI) is the ability to bridge and benefit from the cultural complexity of people with different nationalities, work areas, professional backgrounds, personalities and organizational cultures”.

If you are leading a cross-cultural team, what should you be most concerned about?

7. “International Human Resource Managers act as custodians of national difference, who have to manage a balance between the application of global rule-sets to HR processes and the need for home-grown responsiveness to cultural requirements. In this context, international HR professional truly need to act as a caretaker of culture.”

What are the factors influencing IHRM?