

Name:

Enrolment No:



UNIVERSITY OF PETROLEUM AND ENERGY STUDIES
End Semester Examination, May, 2022

Course: CROSS CULTURAL MANAGEMENT

Programme: BBA (CORE) HRM

Time: 03 hrs.

Instructions:

- 1. All sections are compulsory.**
- 2. This question paper contains 3 printed pages**

Semester: IV

Course Code: HRES2006

Max. Marks: 100

SECTION A
(2 x 10 = 20 Marks)
Answer in True/ False Only

S. No.		Marks	CO
Q-1	Values are innermost layer of culture, and are most difficult to be learned by an outsider	2	CO2
Q-2	In synchronous time cultures, people are very punctual, and stick to strict time lines	2	CO3
Q-3	Usually culture of a nation is formed through historical sedimentation of thoughts, values, and practices over generations, and therefore changing the culture takes a very long time	2	CO3
Q-4	In a collectivism culture people are more self-dependent, and individuals are expected to solve their problems themselves.	2	CO1
Q-5	Generally speaking Indian Culture may be classified as a high power distance culture.	2	CO1
Q-6	Same cross cultural training is provided to all the employees who are sent to foreign countries to work, irrespective of the country.	2	CO2
Q-7	In low context culture, the communication is direct and to the point.	2	CO2
Q-8	In Hofstede Cultural Dimensions “Identity” focuses on the degree the society reinforces individual or collective achievement and interpersonal relationships	2	CO3
Q-9	Americans use affective appeals during negotiations based on emotions and subjective feelings.	2	CO4
Q-10	Truly global companies have same HR policies in all the different countries where they operate.	2	CO2

SECTION B (4 x 5 = 20 Marks)
Attempt ALL FOUR Questions

Q-11	What is globalization? Explain what changes are taking place in cultures of different countries that are integrating themselves with the global economy	5	CO2
Q-12	In Hofstede Cultural dimension theory, giving relevant practical examples, explain the dimension of “Indulgence Vs. Restraint”	5	CO1

Q-13	What are the different ways in which a multinational corporation (MNC) enter a new foreign market (country)? Compare these different ways along with advantages of each.	5	CO3
Q-14	What is international recruitment? Why is international recruitment more difficult as compared to recruiting within a country? Discuss the several challenges involved in international recruitment	5	CO1
SECTION-C (3 x 10=30) Attempt All THREE QUESTIONS			
Q-15	Citing relevant practical examples briefly explain the Edward Halls Cultural Dimensions. What do you think are the application of these dimensions. Discuss	10	CO3
Q-16	What are the different approaches to international marketing? Compare these approaches reflecting on situations in which these approaches may be utilized by a MNC	10	CO2
Q-17	Designing an international compensation policy in order to decide the compensation package of an expatriate employee is a challenging task for the HR of a MNC. What makes international compensation challenging? What are the considerations and factors which the MNC will keep in mind while deciding international compensation?	10	CO3
SECTION-D			
Q-18	<p>Imagine that you have recently been hired as a human resources consultant by a Canadian multinational enterprise (MNE) called <i>Aero</i>. <i>Aero</i> designs, manufactures and sells commercial airplane engines and fuselages worldwide. It currently has over 1,000 employees in its three locations, including 500 at its global headquarters in Canada, 300 at a manufacturing plant in the U.S., and now over 200 at its newest manufacturing plant in India.</p> <p>The firm is having problems communicating and sharing its corporate values and policies with its newest employees in India. The only experience <i>Aero</i> has had in opening a new subsidiary prior to India was in the U.S., where corporate values and policies were taken up by American employees with little difficulty. The problems in the Indian plant seem to center around poor communications between the managers, who are mostly Canadian, and its new employees, who are mostly from India.</p> <p>“We want our corporate culture to be the same everywhere,” explains <i>Aero</i>’s CEO, Ms. Mary Avery, to you over lunch. “We want everything we do in Canada to be the accepted, standard practice across all of our locations, but that just doesn’t seem to be getting across to our employees in India.” Avery continues by telling you that all new employees are trained in <i>Aero</i>’s corporate culture via discussions with their managers and corporate brochures/reading materials. She says that her Canadian managers in India are frustrated with the Indian workers’ abilities to learn <i>Aero</i>’s culture and that, as a result, productivity at the plant has been negatively impacted.</p> <p>You investigate the issue by speaking with managers and employees at the new subsidiary in India. The managers complain that employees at the new plant do not speak their mind very often, and often seem to have conflict with each other over</p>	15+15 =30	CO4

<p>learning Aero’s culture. Managers are also frustrated that staff meetings frequently start late due to the lateness of employees. The employees, who are younger than their managers on the average, are frustrated that they are not told exactly how to do their tasks; instead, they are told to read their employee manuals for guidance. They are concerned that Aero managers are too impatient with them about learning the policies. They feel they have been left to their own devices to figure out how things work, which often causes them to stay late at work. What is more, staying late on their shifts often causes them to be late for staff meetings, where they are often berated by managers for not acting like “good Canadian employees”.</p> <p>After your examination you become convinced that the problem Aero is experiencing relates to culture, and you prepare your report accordingly.</p> <p>Q-A In your opinion, with its expansion into India, at which stage of internationalization is Aero? Do you think Aero’s management is taking a more standardized or a more localized approach to their human resources management? Why do you think this?</p> <p>Q-2 Select one of Hofstede’s five cultural dimensions to explain to Avery the main differences between Aero’s Canadian HQ and its Indian subsidiary in terms of culture. Explain why you selected this dimension as the primary source of the problem between the Aero HQ and its Indian plant.</p>		
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