



## UNIVERSITY OF PETROLEUM AND ENERGY STUDIES

End- Semester Examination,DEC- 2018

Program:BBA-HR

Subject (Course): CCM

Course Code : BBCH107

No. of page/s: 03

Semester – V

Max. Marks: 100

Duration-3hrs

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### SECTION –A {ALL QUESTIONS ARE COMPULSORY-20 Marks}

#### Q1.State True and False 10

1. Organizations have uniform culture. CO1
2. Diversity acts as barrier to change. CO2
3. Intercultural adjustment does not have honeymoon period. CO1
- 4.Culture is a key pillar to global market. CO2
5. Food, beverages and clothing is more culture bound. CO3

#### Q2.Fill in the blanks 10

1. Negotiation can be ..... and ..... CO1
2. Conflict process has ..... stages. CO3
3. ....propounded the three stage change model CO1
4. Shell has identified ..... styles of Negotiation. CO2
5. Indian contract has two sections ..... and ..... CO2

#### Section B (Short Answer Type-20marks)

- |   |     |    |
|---|-----|----|
| Q3 Define Negotiation and explain the process of negotiation? | CO1 | 10 |
| Q4. Explain the term Inter-cultural adjustment?               | CO1 | 10 |

**Section C (Descriptive type-30 marks)**

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|--|-----|----|
| Q5. Elaborate the stages in conflict?                          | CO3 | 10 |
| Q6. Explain in detail the stages of inter-cultural adjustment? | CO2 | 20 |

**Section D (Analytical type-30 marks)**

- |  |     |   |
|--|-----|---|
| Q7. Define the term of 'Force Majeure'?                                  | CO3 | 5 |
| Q8. Read the case-study given below and answer the following questions ? |     |   |

This case is based on the medium size enterprises of Japan. This case represent that a medium size enterprise wants to enter into the Japanese market. For this purpose, it is essential for the management team of company to have in-depth knowledge about Japanese business practices. Due to this company started the hiring of an Asia manager. He is a Danish male but having all the information about the Japanese. He can spoke Japanese as was formally educated in Japanese culture and business practices. On the other hand, one more portfolio manager has been hired with similar educational background. Both of them have completed their studies and master's degree in cross-cultural management and business administration with a focus on Japan. This is considered to be a best way through which they can easily do all the things in Japanese but need to implement their strategies in Danish ways. As per the Asia manager, interior design company can strategically form stronger by establishing relationship with their customers. They can further establish better relationship with carefully selected group of companies on the basis of their distinctive strengths, motivation and networks within particular segments of the market. Due to this, they are facing various issues such as: engaging a direct contact with Japanese retailer partners went against the conventional means of doing business of Japanese importers. It has been identified as biggest problems occurred due to the differences in management practices as well as principles of different leadership styles. Glisby and Holden, (2005) stated that all the western firms find themselves being slowly and helplessly sucked into the complexities of the Japanese market. But due to having combination of prior knowledge about Japan was refereed as a biggest cultural trap . Further, both the Japanese manager carry out different perceptions in which one of them is highly concern about the quality whether another one also considers the time delivery and high quality is the biggest asset. From the above case, it has been identified that by hiring the Danish manager with having strong Japanese knowledge interior company was able to negotiate with the Japanese on their language. Due to having good knowledge of Japanese business system and the ability to form business relationships enabled co-creation of goals.

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|--|-----|----|
| A. Summarize the above case -study?  | CO3 | 10 |
| B. Elaborate the key issues and suggest the plausible solutions?           | CO4 | 10 |
| C. What are the key differences between Danish and Japanese work? culture? | CO3 | 5  |



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### SECOND SET

#### SECTION –A {ALL QUESTIONS ARE COMPULSORY-20 Marks}

#### Q1.State True and False 10

- 1.Organizational culture and National Culture are same. CO1
- 2.Nature and Man are the internal facets of Culture . CO1
3. Intercultural adjustment does not have honeymoon period. CO2
- 4.Kurt Lewin propounded the change theory . CO2
5. Globalization and Cross -Culture have different conceptual meaning. CO2

#### Q2.Fill in the blanks 10

1. .... Hofstede has given 6 Cultural dimensions. CO1
2. .... beliefs and issues of the organisation which employees talk about. CO2
3. Indian contract has two sections ..... and ..... CO2
4. Negotiation can be ..... and ..... CO2
5. .... Inability to read the symbols CO2

**Section B (Short Answer Type-20marks)**

- |  |     |    |
|--|-----|----|
| Q3 Define the term conflict and elaborate its types? | CO3 | 10 |
| Q4. Explain Globalization and effect of on culture ? | CO2 | 10 |

**Section C (Descriptive type-30 marks)**

- |  |     |    |
|--|-----|----|
| Q5. Explain the process of Force Majeure ?       | CO3 | 10 |
| Q6. Elaborate the Six Determinants of Cultural ? | CO2 | 20 |

**Section D (Analytical type-30 marks)**

- |   |     |    |
|---|-----|----|
| Q7. What are the components and Facets of Culture?                    | CO3 | 10 |
| Q8. Elaborate the process of Negotiation in cross -cultural setting ? | CO4 | 20 |