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

Course: Cross Cultural Management
Semester: II
Program: MBA - IB   Time 03 hrs.
Course Code: INTB 8001   Max. Marks: 100

Instructions: Read all the sections carefully and answer all the questions

SECTION A
10Qx2M=20Marks

S. No.		Marks	CO
Q 1	Mention two important role of cross-cultural management on international business	1	CO1
Q 2	Is globalization facilitating increasing cross-cultural communication? Give two important reasons	1	CO1
Q 3	What are the two important changes in the international business environment	1	CO1
Q 4	Give two examples of time and space in cross cultural context	1	CO1
Q 5	Why it is important for an international manger to learn cross-cultural management?	1	CO1
Q 6	Is Nissan Motors a vertical organization?	1	CO1
Q 7	Give examples of individualism and collectivism in a corporate context	1	CO1
Q 8	Define ethnocentric orientation in a cross-cultural context	1	CO1
Q 9	How through cross-cultural marketing one seeks to understand buyer's behavior?	1	CO1
Q10	Give two examples of non-probability sampling	1	CO1

SECTION B
4Qx5M= 20 Marks

Q 11	Explain Geert Hofstede model of cross cultural management	5	CO2
Q 12	Discuss different dimensions of non-verbal communication	5	CO2
Q 13	Elaborate market your country, company and product with suitable example	5	CO2
Q 14	What are the critical role of cross-cultural management in international business	5	CO2

SECTION-C
3Qx10M=30 Marks

Q 15	How masculinity and feminity affect cross-cultural management and decision making in an organization? Explain with suitable examples.	**10**	**CO3**
Q 16	Discuss how digitalization is changing cross-cultural management in international business with few company examples	**10**	**CO3**
Q 17	Analyze the barriers to cross-cultural understanding. Suggest some measures to mitigate these barriers	**10**	**CO3**

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SECTION-D
2Qx15M= 30 Marks

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Cross-Cultural Management

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What are Cross-Cultural Teams Cross-cultural teams are international teams that contain people from different cultural backgrounds and have different experiences (Managing a Cross-Cultural Team, 2019). Organizations and teams sometimes lack the expertise to consider the basic differences there can be in such a team of people who have different cultural backgrounds. I will summarize what I found on this website (Managing a Cross-Cultural Team, 2019) about the different kinds of values people in a cross-cultural team can have.

Challenges of Managing a Cross-Cultural Team It is obvious that people from different cultures act and respond to certain situations differently based on their experience, background, and lifestyle, which all does attribute to their "culture" so here we can raise the issue of what is the need to consider cross-cultural differences? In addition, we will try to show the different works researchers have done on the issue. Hodgetts and his colleague, 14 Sensitivity: General/Internal has presented number of factors why one should be conscious of cross-cultural differences: (Hodgetts & Lathan's, 1997).

Centralized vs. Decentralized decision making. In every culture there is always a variation of idea on who should make important organizational decisions or the extent to which decisions are made by senior managers, or if decisions are made or distributed down the hierarchy. II. Safety vs.

risk. Some cultures have high tolerance for uncertainty than the others and their managing styles may be influenced or affected by this, while at high tolerance cultures the risk taking can be high. III. Individual vs. group rewards. Some cultures recognize and reward group performances and in other cultures, individuals get recognition and reward. IV. Informal vs. formal procedures. Some cultures are highly formal in their business etiquettes and procedures while other cultures do not really mind being informal at times. V. High vs. low organizational loyalty. In some cultures, people identify less with their organization or employer and more with their occupational group or profession. VI. Co-operation vs. Competition. There are cultures that encourage co-operation while other cultures somehow create a sense of competition among the people and this can have either positive or negative influence in business. Stobierski (2019) summarizes the challenges of managing a cross-cultural team in terms of communication and expression, time perception, working style, motivation factor, and influence

Hofstede's approach to culture Hofstede is one of the Pioneers who delicately studied culture. His study was made by a combination of interviews, surveys, and direct observation. He did his research in IBM inspired by why different subsidiaries of the same company perform differently in different countries and why some subsidiaries have superior achievements than others while the subsidiaries belong to the same organizational culture. He defined national culture as a collective programming of the mind, which distinguishes members of one human group from those of another (Hofstede, 1980, 15 Sensitivity: General/Internal 2001). He has explained why he has labelled it collective, for the reasons that it is shared by people who live together in the small social environment. He believed that culture is learned, not inherited (Hofstede, 2006). He also expresses it as "it derives from one's social environment, not from one's genes" Hofstede has put certain points as to how culture manifests itself, those are -symbols, heroes, rituals, and

values. The following diagram of Hofstede presents the points.

According to Hofstede, Symbols are words, object, pictures and tangible things, which can make sense or give meaning for the members of the group who share the same culture, for example, dressing, and hairstyle. Heroes are persons who are famous among the people of the same culture and are taken as a model or to build up a characteristic for good purposes of the culture. Rituals are collective activities, which members of a group perform together. It can be a religious activity or an annual public festival. Hofstede generalizes Symbols, heroes, rituals under the term practices and emphasizes the core of culture to be values. Values are broad tendencies to prefer certain states of affairs to others. (Hofstede, 2001) Hofstede has presented his widely known dimensions, which are known as "Dimensions of culture," power distance, individualism, masculinity/femininity, and uncertainty avoidance. (Hofstede, 1991). Different researchers use Hofstede's study of culture as a template. They also believe he has done an extensive study. Hofstede´s masterful capacity to explain the complex conditions of culture in simpler and quantifiable terms defines his popularity in the studies of culture (Fang, 2010)

Power Distance Describes how different societies handle the fact that people are unequal. The focus is on the gap that exists between the different ranks of individuals, for example, boss and subordinates. Power 16 Sensitivity: General/Internal distance is mainly the extent to which the individual with lesser power or voice must address the more powerful member of the society. It shows how the power is distributed among the society. This represents inequality (more versus less), mainly from the perspective of the less powerful. Even though there are different ranks of individuals in every society. Some are unequal than the others; this dimension of Hofstede explains the extent of the difference. Individualism/Collectivism Describes the difference between cultures

where ties are loose and in collectivist societies, people are integrated and acting in groups. This dimension describes the difference between cultures where ties in between the members of the society are loose or tight. In collective societies, people are integrated into each other and act in a group. Individuals in collectivist society protect each other and rely on one another. While in Individual society, members take care of themselves and their immediate family, so the bond in the larger society is loose in these kinds of society. 2.4.3 Masculinity/femininity this dimension is about the emphasis on workload, on each gender of the society. It refers to the distribution of roles between the genders. Hofstede, in his studies in IBM, has found out that woman's values differ less among societies than men´s values. Men value from one country to another contain a dimension from very confident and dominant to modest and caring. Woman in feminist countries carry values, which is like the man. On the other hand, men in masculine countries are dominant, and women are competitive. Uncertainty avoidance this dimension shows the extent to which members of a culture feel threatened by new situations or uncertainty, or unknown conditions. It is mainly about the tolerance for uncertainty and unclear situations; it is a measure to what extent does a culture prepare or encourages its members to face uncertain or unknown situations, by unknown meant like surprising, different from the usual. Uncertainty avoiding cultures try as much as possible to avoid new or unstructured situations by strict laws and rules, safety and security measures. Long-term orientation this is relatively a newer dimension of Hofstede studies it was found in a study among students in 23 countries around the world. The values related to the long-term orientation are studied in terms of economy or the ability to save money for future needs and persistence or determination. Sensitivity: General/Internal other values related to respect for tradition, fulfilling social responsibilities, and protecting one face.

Q 18	Based on the above case let critically analyze the impact of masculinity, power distance and individualism on international business from a cross-cultural point of view.	**15**	**CO4**
Q 19	Give your views on the role of digitalization on international business	**15**	**CO4**