

Roll No.

Total Pages : 3

701336

December 2022
MBA IIIrd SEMESTER
Cross-Cultural Human Resource Management
(MS-IB-215)

Time : 3 Hours]

[Max. Marks : 75

Instructions :

1. *It is compulsory to answer all the questions (1.5 marks each) of Part-A in short.*
2. *Answer any four questions from Part-B in detail.*
3. *Different sub-parts of a question are to be attempted adjacent to each other*

PART-A

1. (a) What is meant by the culture of a society, and why is it important for international managers to understand it? (1.5)
- (b) In what ways might international HRM practices in MNCs be shaped and constrained by the 'home' and 'host' countries in which companies operate? (1.5)
- (c) What are some of the pragmatic ways of dealing with language differences? (1.5)

701336/60/111/45

[P.T.O.]

- (d) Differentiate between national and organizational culture. (1.5)
- (e) What is a global mindset and why should a global leader need to have such a mindset? (1.5)
- (f) What are the main points of the Integrated Cross-Cultural Model of leadership? (1.5)
- (g) Briefly describe the stages of cultural shock. (1.5)
- (h) Write a note on Cultural convergence and divergence. (1.5)
- (i) Enunciate the importance of cultural sensitivity. (1.5)
- (j) Describe the challenges in global human resource management. (1.5)

PART -B

- 2. Discuss two commonly used models of culture as described by Hofstede and Trompenaars Hampden Turner. Also, outline their implications for managers. (15)
- 3. Who are the stakeholders in cross-cultural negotiations? Why does the process of negotiating across borders become very complicated in the international arena? How can MNEs coordinate the interests of these stakeholders effectively? (15)
- 4. How will you develop values and behaviours necessary for high performance in an organization? (15)

- 5. Discuss the cultural variables involved in the process of communication. What steps can be taken toward effective intercultural communication? (15)
- 6. What are the major alternative staffing approaches for international operations? Also, Explain the relative advantages of each and the conditions under which you would choose one approach over another. (15)
- 7. (a) What is the main reason that expatriates fail on overseas assignments? What can be done about it? (8)
- (b) Why can repatriation adjustment be even more difficult than the adjustment required for expatriation? (7)