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School of Business**Master of Business Administration MBA Dual Specialization
Semester End Examination - May 2024****Duration : 180 Minutes
Max Marks : 100****Sem IV - MBHR6008 - Cross Cultural Management**General Instructions*Answer to the specific question asked**Draw neat, labelled diagrams wherever necessary**Approved data hand books are allowed subject to verification by the Invigilator*

- 1) Identify a culture where saving 'face' is important. What do you mean by 'saving face' and why is it important here? How is saving face related to workplace performance? Explain with an example. K3 (6)
- 2) "Some employees believe in hard work and achievements, and some employees rely on fate, luck, and harmony with the environment." Examine the dimension being illustrated here. List the model(s) to which this dimension belongs. Examine the characteristics of this dimension, along with example countries. K4 (8)
- 3) "In some countries, employees are motivated by risky opportunities, variety and fast-track advancement." Inspect which cultural dimension affects employee motivation here and provide examples of such cultures. K4 (8)
- 4) List the factors that motivate employees of Latin America in the workplace. K4 (4)
- 5) "Emily Robertson was the head of sales, at a pharmaceutical major, in London, UK. She recently got the news that her Liverpool sales team exceeded all the targets for the current quarter before time, and was the best performing team in the region. She was extremely happy about this, as she spearheaded the team's performance. She formally congratulated all her twelve team members with a smile. Sebastian Xavier was the team lead at an IT company in Barcelona, Spain. The team recently won a very big contract from an overseas client. Xavier was elated. He yelled out in happiness, startling the entire floor. The team members exchanged fist bumps, handshakes, and there was cheering all around his team. One of his team members even quickly placed an order for Tortillas and Nachos from a famous fast-food restaurant chain to celebrate the occasion." Identify the dimension followed by these two cultures. Select the model which comprises this dimension. What are the characteristics of this dimension and its opposite pole? Also list the other countries which fall under this dimension. K3 (9)
- 6) A Russian company in the oil and gas sector wants to explore the possibility of setting up a joint venture with an oil and gas giant in Saudi Arabia. Explain, in detail, the steps to be taken by the Russian company to minimize cultural issues in the joint venture, and foster a productive partnership. K5 (10)
- 7) A successful company in the tourism and hospitality sector in Vietnam is planning to open subsidiaries in Europe, starting with Germany. Explain, in detail, the steps to be taken by the Vietnamese company to minimize cultural issues in the subsidiary, and generate profits. K5 (10)

8) Please read the case and answer the question that follows:

K5 (15)

Lambert's Visit to Beijing

Jake Lambert turned the dials on his watch so that he had the correct time for Beijing. As an executive working for a global consumer products company based in the USA, Jake was on his first overseas trip. He had scheduled a meeting with several Chinese businessmen to discuss a potential partnership to manufacture some of his company's products locally. A friend of his from another company (not a competitor) who had used them several years ago recommended the local company to Jake. On the plane, Jake opened his briefcase and reviewed the contract that was drafted by his company. The sooner he could come to an agreement with his Chinese partners the better—for the company and for him. Jake was not fond of going on airplanes, and flying these many hours made him a bit irritable. However, he was only going to be in China for two nights, with one day scheduled for visiting the manufacturing plant 40 miles outside Beijing. In checking into the Marriott that afternoon, Jake found a message from Mr. Zhu, the head of the manufacturing company, inviting him to dinner that night. Jake was hoping that he could get a good night's sleep since he did not have much sleep on the flight, but he thought that perhaps he could speed things up by starting business discussions over dinner. He asked the hotel to make multiple copies of the contract that he intended to bring with him that night. When he went down to the lobby at 7 p.m., he found Mr. Zhu and his five management team members waiting for him. Jake introduced himself, while each of the Chinese executives handed him their business card, somewhat formally, Jake thought to himself. He had forgotten his business cards in his hotel room. The dinner was in a private room at a fancy restaurant about a half hour from the hotel. Jake took the opportunity during the ride to begin asking questions about their company and their business. What experiences have they had with other US companies? What quality control procedures did they have in place? Over dinner (which as Jake recalled, took over three hours with endless servings), Jake continued to steer the conversation toward the business side. He was frustrated that his hosts seemed reluctant to talk business and kept on asking questions about people in his company, and even about his family and his personal interests. The next day, he visited the factory and was impressed by what he saw. Toward the end of the visit, he sat down with Mr. Zhu and showed him the contract that his company had prepared. Mr. Zhu barely glanced at it, and said that he would have to discuss this with his management team. Then he asked Jake when he would visit Beijing next so they could have another discussion. Jake had no intention of flying back to Beijing. This was it for him. Either they agreed or not. His company had some contacts in Vietnam and this was a backup plan if the Chinese did not readily agree to these terms,

which he thought were quite fair. Unfortunately, Mr. Zhu was non-committal and suggested they meet again for dinner that night. Jake politely turned down the invitation, saying that he was getting ready to fly back and had to catch up on his work that night. When Jake got back to the USA, he promptly e-mailed Mr. Zhu and requested a follow-up discussion. Mr. Zhu responded vaguely after a few days but Jack did not hear from him again, despite several e-mails and phone calls. Jake somehow felt that this was not going to work out, and he and his company decided to pursue another opportunity in Vietnam.

Question: Assess the behaviour of Jake Lambert with regard to interaction with the Chinese businessmen (6 marks). Was it in compliance with Chinese culture?(4 marks). Determine the reasons for the business deal failing in China (5 marks).

9) Case:

An Indian telecommunications company acquired a UK-based company. An Indian manager, Rohit Rana, was appointed to head the post-acquisition integration at the UK company's headquarters in London. Rana was very well read and had travelled to the UK and other countries before, and could appreciate the British sense of humour. During the first few meetings, Rana gave instructions to the senior British managers heading the different departments on what exactly they should be doing during the next one month. He also asked them to report to him at the end of each week. Since his own family was still back home in India, Rana worked until 10 pm each day. Rana would telephone managers late at night at their homes if he wanted to clarify some data. He often called meetings at 6 pm, but came for the meeting only at 6:30 pm. He noticed very soon that the British managers were avoiding him. Rana wanted to reassure the managers that the Indian company valued them and did not want them to leave. He thought that he should show he cared for the British managers by being more friendly and using a personal touch. He had heard that the mother of one of the managers, William Nottle, was suffering from cancer. Rana started dropping by Nottle's table everyday and asking him how his mother was doing. Rana also began visiting other senior British managers' rooms during the day and talking about his children's scholastic accomplishments. He would recount how he had sent his daughter to Australia to study architecture and how his school-going son was very good at mathematics. Nottle was the first manager to put in his resignation papers. Soon, one more manager followed suit. Rana's Indian executive assistant told him he had heard rumours that some other senior British managers were talking about leaving soon. He wondered what had gone wrong.

Questions:

A. Was there anything amiss in the leadership of Rana at the London headquarters? If yes, discuss the problem (9 marks).

B. What should Rana have done as a manager heading the London headquarters? (9 marks)

- 10) You are the HR head of a multinational retail corporation with subsidiaries in USA, Norway, and South Korea. You need to decide the compensation for the American, Norwegian and South Korean CEO. Elaborate the steps that you will take to make this decision (6 marks), and the cultural dimensions based on which this decision is made (6 marks).