

Roll No.

Total No. of Pages : 02

Total No. of Questions : 15

MBA (2012 & Onward) (Sem.-4)

INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Subject Code : MBA-967

Paper ID : [A2542]

Time : 3 Hrs.

Max. Marks : 60

INSTRUCTIONS TO CANDIDATES :

- 1. SECTION-A contains SIX questions carrying FIVE marks each and students has to attempt any FOUR questions.**
- 2. SECTIONS-B consists of FOUR Subsections : Units-I, II, III & IV. Each Subsection contains TWO questions each carrying EIGHT marks each and student has to attempt any ONE question from each Subsection.**
- 3. SECTION-C is COMPULSORY and consist of ONE Case Study carrying EIGHT marks.**

SECTION-A

1. Discuss the role of Culture in strategic Decision making in a global organization.
2. What is the significance of Shifts in cultures?
3. Discuss 'Negotiations across cultures'.
4. What is specific perception and how does it affect management at cross-cultural level?
5. Define the term Convergence of cultures.
6. Differentiate between Individualistic and Collectivist Cultures.

SECTION-B

UNIT-I

7. *“Cross Cultural Management aims to manage differences at the individual level and create synergies at the organizational level”*. Elucidate the statement highlighting the significance of culture for international management.
8. What are the most common dimensions along which cultures are classified? Explain any one model in detail.

UNIT-II

9. Why do communication styles differ across the world? What are some of the universal communication principles that should be adopted for an effective cross-cultural communication?
10. Write a note on :
 - i) Economic factors and shifts in National culture
 - ii) Cross cultural verbal communication

UNIT-III

11. What are the different staffing policies a firm can choose from when entering the international arena? How are they different from staffing policies in domestic grounds?
12. How do different dimensions of culture influence motivation of employees in international organizations? Use Hofstede's framework to illustrate your answer.

UNIT-IV

13. Compare and contrast the culture and management in India *vis-a vis* Japan.
14. Discuss various ethical issues that relate to the cross-cultural management.

SECTION-C

15. CASE STUDY :

When a major international software developer needed to produce a new product quickly, the project manager assembled a team of employees from India and the United States. From the start, the team members could not agree on a delivery date for the product. The Americans thought the work could be done in two to three weeks; the Indians predicted it would take two to three months. As time went on, the Indian team members proved reluctant to report setbacks in the production process, which the American team members would find out only when work was due to be passed to them. Such conflicts, of course, may affect any team, but in this case, they arose from cultural differences. As tensions mounted, conflict over delivery dates and feedback became personal, disrupting team member's communication about even routine issues. The project manager decided that he had to intervene-with the result that both the American and Indian team members came to rely on him for direction regarding minute operational details that the team should have been able to handle itself. The manager became so bogged down by the issues that the project careened hopelessly off even the most pessimistic schedule-and the team never learned to work together effectively.

Questions :

- a. What mistake did the project manager commit while consulting the team?
- b. What strategies do you recommend to bring the team back on track?