

Name:

Enrolment No:



UNIVERSITY OF PETROLEUM AND ENERGY STUDIES
End Semester Examination, May 2023

Course: Cross Cultural Management

Semester: IV

Program: BBA CORE HRM

Course Code: HRES 2006

Time: 03 hrs.

Max. Marks: 100

Instructions:

SECTION A
10Qx2M=20Marks

S. No.	Describe the various terms mentioned below.	Marks	CO
Q 1	High context culture	2	CO1
Q 2	Motivation	2	CO1
Q 3	Perception	2	CO1
Q 4	Cultural Diversity	2	CO1
Q 5	Uncertainty avoidance	2	CO1
Q 6	Expatriate	2	CO1
Q 7	Power distance	2	CO1
Q 8	Non-verbal communication	2	CO1
Q 9	International HRM	2	CO1
Q 10	Gesticulation	2	CO1

SECTION B
4Qx5M= 20 Marks

Q 1	Describe the Herzberg's two-factor theory of motivation.	5	CO2
Q 2	Differentiate between international and global organization with examples.	5	CO2
Q 3	Describe the three levels of culture with examples.	5	CO2
Q 4	What is Proxemics? Describe Hall's spatial zones with examples.	5	CO3

SECTION-C
3Qx10M=30 Marks

Q 1	Why are you studying cross-cultural management? Is there institutional requirement only or it is essential for today's business world.	10	CO4
Q 2	Discuss the Hofstede model of culture with examples.	10	CO2
Q3	Discuss the communication process and role of non-verbal communication. How culture influences nonverbal communication?	10	CO2

SECTION-D
2Qx15M= 30 Marks

Q 1	Discuss the Parent Country National (PCN), Host Country National (HCN) and Third Country National (TCN) with examples.	15	CO3
Q 2	<p>Imagine that you have recently been hired as a human resources consultant by a Canadian multinational enterprise (MNE) called <i>Aero</i>. <i>Aero</i> designs, manufactures and sells commercial airplane engines and fuselages worldwide. It currently has over 1,000 employees in its three locations, including 500 at its global headquarters in Canada, 300 at a manufacturing plant in the U.S., and now over 200 at its newest manufacturing plant in Mexico. The firm is having problems communicating and sharing its corporate values and policies with its newest employees in Mexico. The only experience <i>Aero</i> has had in opening a new subsidiary prior to Mexico was in the U.S., where corporate values and policies were taken up by American employees with little difficulty. The problems in the Mexican plant seem to centre around poor communications between the managers, who are mostly Canadian, and its new employees, who are mostly from Mexico. “We want our corporate culture to be the same everywhere,” explains <i>Aero</i>’s CEO, Ms. Mary Avery, to you over lunch. “We want everything we do in Canada to be the accepted, standard practice across all of our locations, but that just doesn’t seem to be getting across to our employees in Mexico.” Avery continues by telling you that all new employees are trained in <i>Aero</i>’s corporate culture via discussions with their managers and corporate brochures/reading materials. She says that her Canadian managers in Mexico are frustrated with the Mexican workers’ abilities to learn <i>Aero</i>’s culture and that, as a result, productivity at the plant has been negatively impacted.</p> <p>You investigate the issue by speaking with managers and employees at the new subsidiary in Mexico. The managers complain that employees at the new plant do not speak their mind very often, and often seem to stress harmony with each other over learning <i>Aero</i>’s culture. Managers are also frustrated that staff meetings frequently start late due to the lateness of employees. The employees, who are younger than their managers on the average, are frustrated that they are not told exactly how to do their tasks; instead, they are told to read their employee manuals for guidance. They are concerned that <i>Aero</i> managers are too impatient with them about learning the policies. They feel they have been left to their own devices to figure out how things work, which often causes them to stay late at work. What is more, staying late on their shifts often causes them to be late for staff meetings, where they are often berated by managers for not acting like “good Canadian employees”.</p> <ol style="list-style-type: none"> 1. Do you think <i>Aero</i>’s management is taking a more standardized or a more localized approach to their human resources management? Why do you think this? 2. In your opinion, what are three ways that Canadian managers could demonstrate higher intercultural competence at <i>Aero</i>’s Mexican subsidiary? 	15	CO4