

INDIAN MARITIME UNIVERSITY
(A Central University, Govt. of India)

MBA(Port & Shipping Management / International Transportation & Logistics)
Semester III - December 2015 End Semester Examinations

Cultural Diversity and Business
Subject Code: PG21T1306/PG22T1306

Time : 3 hrs
Date: 19.12.2015

Max.Marks :60
Pass Marks: 30

Section – A (MCQ)

Answer all the questions (12x1Marks = 12 Marks)

1. The term Anthropology originates from
 - a. Egyptian
 - b. Greek
 - c. Russian
 - d. Sanskrit
 - e. Japanese
2. Compares and analyzes the characteristics of different peoples and the relationship between them
 - a. Ethnography
 - b. Ethnology
 - c. Biology
 - d. Zoology
 - e. Theology
3. Culture is everything that people have, think, and _____ as members of their society
 - a. Express
 - b. Speak
 - c. Do
 - d. Act
 - e. Group
4. National variables, cultural variables and socio cultural variables are _____ variables affecting management functions
 - a. Environmental
 - b. International
 - c. Specific
 - d. Universal
 - e. Diffuse

5. When culture is transmitted in groups then culture is
- Learnt
 - Symbolic
 - Patterned
 - All – encompassing
 - Shared
6. When culture is borrowed from other cultures then cultural _____ has taken place
- Integration
 - Convergence
 - Divisional
 - Diffusion
 - Dilution
7. Believing that the people, customs and traditions of ;your own race or nationality are better than those of others
- Self reference criteria
 - Ethnocentric
 - Polycentric
 - Regio centric
 - Class centric
8. Judging another person’s culture by the yardstick of your own culture is _____ criterion
- Self reference
 - Self evaluation
 - Self reflection
 - Self feedback
 - Self assurance
9. The _____ approach believes that rules and principles are always applicable
- Particularism
 - Specific
 - Neutral
 - Universalism
 - Diffusion
10. _____ is the degree to which people in a society or an organization accept inequality
- Uncertainty avoidance
 - Power distance
 - Collectivism
 - Individualism
 - Masculinity

11. _____ culture people are very expressive and emotions are clearly indicated

- a. Neutral
- b. Affective
- c. Specific
- d. High context
- e. Low power distance

12. In _____ culture , an individual is judged on what has been accomplished

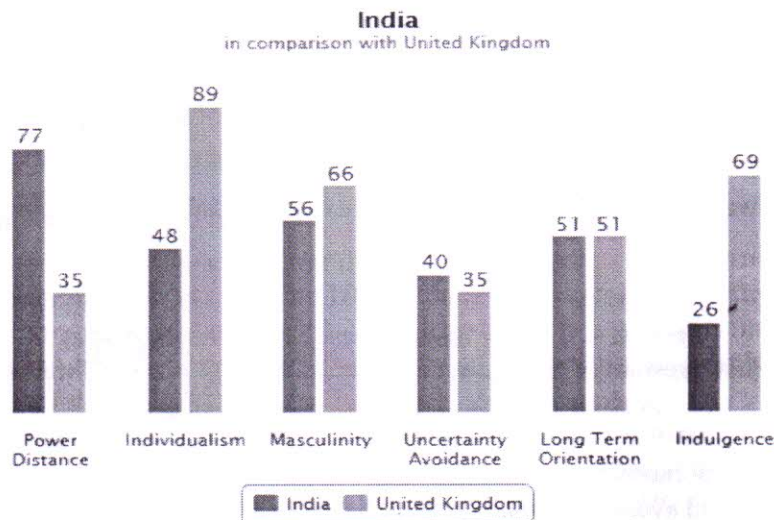
- a. Achievement
- b. Ascription
- c. Monochronic
- d. Polychronic
- e. Every

Section – B (200 Words)

Answer any 5 out of 7 (5x4 Marks=20 Marks)

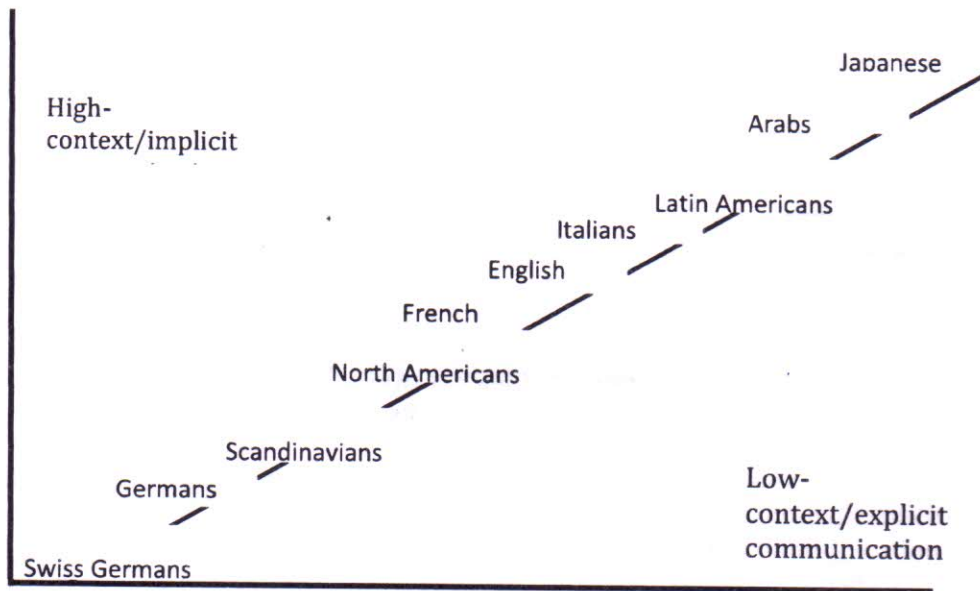
13. Explain the nature of culture

14. Get set to fly to UK. How will you prepare to face the cultural challenges in UK. Use the chart below to explain your answer



15. If you have been designated and International Manager – is it necessary to learn about culture? Substantiate your answer.

16. What differences would you expect in the workplace between masculine and feminine cultures?
17. In a team that is spread across different countries what are the different challenges faced by the global manager. Explain any four
18. Based on the diagram below compare the countries on the grid on the communication style



Adapted from Figure 7-1: Explicit/Implicit Communication: An International Comparison

19. Imagine that you belong to an Indian software company and you are part of a negotiating team that is being sent to China to discuss the possibility of setting up a joint venture there. You are to begin negotiations with the Beijing Zhonguancun Software Park Development Company in two weeks time. What will be some of the variables influencing the negotiation process? Discuss.

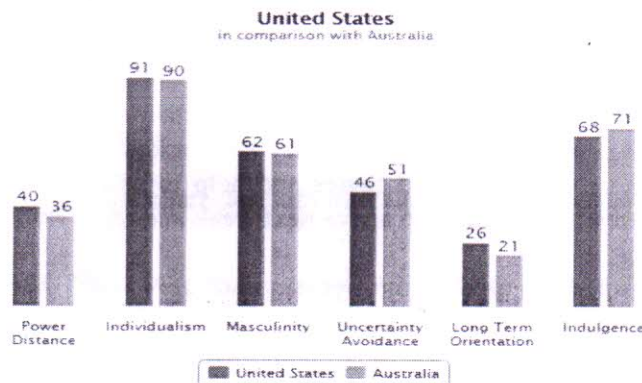
Section - C (500 Words, Case Study/ Essay Type)

First question of the section is compulsory (1x7 Marks=7Marks)

Answer any 3 out of 5 (3x7 Marks=21 Marks)

20. The Gandriff Corporation is a successful retail chain in the U.S. Midwest. The St. Louis-based company has had average annual growth of 17 percent over the last 10 years and would like to expand to other sections of the country. Last month, however, it received a very interesting offer from a group of investors from Australia. The group is willing to put up \$100 million to help Gandriff set up operations Down Under. The Australian investors believe that Gandriff's management and retailing expertise could provide it with a turnkey operation. The stores would be built to Gandriff's specifications, and the entire operation would be run by Gandriff. The

investors would receive 75 percent of all profits until they recovered their \$100 million plus an annual return of 10 percent. At this point, the division of profits would become 50–50. Gandriff management likes the idea but feels there is a better chance for higher profit if they were to set up operations in Europe. The growth rate in European countries, it is felt, will be much better than that in Australia. The investors, all of whom are Australian, are sympathetic and have promised Gandriff that they will invest another \$100 million in Europe, specifically England, France, and Germany, within three years if Gandriff agrees to first set up and get an Australian operation running. The U.S. firm believes this would be a wise move but is delaying a final decision because it still is concerned about the ease with which it can implement its current approach in foreign markets. In particular, the management is concerned about whether the leadership style used in the United States will be successful in Australia and in European countries. Before making a final decision, management has decided to hire a consultant specializing in leadership to look into the matter.



With the help of the above diagram answer the following questions

- a. Will the leadership style used in the United States be successful in Australia, or will the Australians respond better to another? Use the help of the following information
 - b. If the retailer goes into Europe, in which country will it have the least problem using its U.S.-based leadership style? Why?
 - c. If the company goes into Europe, what changes might it have to make in accommodating its leadership approach to the local environment? Use Germany as an example
21. Sir Richard Branson of Virgin Airlines is a transformational leader. What were the qualities he possessed?
 22. Explain The Equity theory of Motivation
 23. Organizational behavior is largely influenced by culture. Explain
 24. For the last 13 years, the Wiscomb Company has held a majority interest in a large retail store in Bonn. The store has been very successful and also has proved to be an excellent training ground for managers whom the company wanted to prepare for other overseas

assignments. First, the managers would be posted to the Bonn store. Then, after three or four months of international seasoning, they would be sent on to other stores in Europe. Wiscomb has holdings in the Netherlands, Luxembourg, and Austria. The Bonn store has been the primary training ground because it was the first store the company had in Europe, and the training program was created with this store in mind.

A few months ago, the Wiscomb management and its German partners decided to try a new approach to selling. The plan called for some young U.S. managers to be posted to the Bonn store for a three-year tour, while some young German managers were sent stateside. Both companies hoped that this program would provide important training and experience for their people; however, things have not worked out as hoped. The U.S. managers have reported great difficulty in supervising their German subordinates.

Three of their main concerns are as follows:

- Their subordinates do not seem to like to participate in decision making, preferring to be told what to do.
- The German nationals in the store rely much more heavily on a Theory X approach to supervising than the Americans are accustomed to using, and they are encouraging their U.S. counterparts to follow their example.
- Some of the German managers have suggested to the young Americans that they not share as much information with their own subordinates. Overall, the Americans believe that the German style of management is not as effective as their own, but they feel equally ill at ease raising this issue with their hosts. They have asked if someone from headquarters could come over from the United States and help to resolve their problem. A human resources executive is scheduled to arrive next week and meet with the U.S. contingent.

Questions

- a. Are the leadership styles used by the German managers really much different from those used by the Americans?
 - b. Do you think the German managers are really more Theory X-oriented than their U.S. counterparts? Why, or why not?
 - c. Are the German managers who have come to the United States likely to be having the same types of problems?
25. Elaborate on the communication barriers while communicating with a colleague in America.
