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| Trim VIII: Sep – Nov 24 | | |
| Maximum Marks: 25 Examination: ETE Exam Date: 11-01-2025 Duration: 1 Hour 30 Min. | | |
| Programme code: 10 Programme: MBA (PT) HRM | Class: TY | Trimester: VIII |
| College: K. J. Somaiya Institute of Management | Name of the department/Section/Center: HR | |
| Course Code: 217P10C812 | Name of the Course: Cross-Cultural Management | |
| Instructions: Please read each question carefully and give your answers accordingly. The total mark allotted for this paper is 25 and time allotted is 1 hour 30 minutes. Marks for each question are allotted next to the question on the right side. Pictures drawn must be clear and visible when and wherever required. For questions which are indicated/separated by “OR”, please attempt any one of these two questions. | | |

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| Q. No. 1 | What is Hofstede's Model of Culture? Please explain in detail the different dimensions of national culture of this model. OR Explain in detail Fons Trompenaars's Model of Culture with its different national cultural dimensions. | 06 Marks |
| Q.No.2 | What are institutions? Name the different pillars of Institutions through which they exert pressure or demand on the individuals embedded/living in a society. | 06 Marks |
| Q. No. 3 | What are the factors that influence the culture of an organization? Please explain in words with a diagram. | 04 Marks |
| Q. No. 4 | What is the difference between Purposive and Expressive Messages. Please explain with suitable examples. | 04 Marks |
| Q. No. 5 | Below is a small case on Cross-Cultural Management. Please read the case carefully, and, based on your analysis, answer the questions given at the end of the case. | 05 Marks |
| CASE Anita is the sourcing manager of Blue Genes, a major Dutch importer/wholesaler of denim garments. She is worried about late delivery of 6000 fancy denim jackets ordered from Bali Jeans, her supplier in Indonesia. The contract shipping date from the Jakarta airport was last week, and she still has no word from them. Last year Bali shipped two small orders, both of them within two weeks or so of the contract delivery date and without major garment defects. Based on that positive experience, Anita ordered 500 dozen jackets this season at a good price. On-time delivery was critical this time because her company's major retail customers would cancel if she shipped late, leaving Blue Genes to "eat" the goods. Since these are big-ticket fashion jackets, the firm would take a heavy financial loss in addition to alienating regular customers. Bali Jeans answered Anita's last two fax inquiries promptly, reporting both times that production was "on schedule." But now, the fact is they are late. As Anita sits steaming, her assistant pops in with a short fax from Mr. Suboto, marketing manager of Bali Jeans: "We regret to inform you that due to late delivery of piece goods we are running slightly behind on production. Expect to deliver within two weeks. Please immediately extend L/C validity by 45 days. Signed, Suboto." Groaning out loud, Anita asks herself "How could this happen? Why didn't Suboto inform us right away when he found out that the fabric was late? Obviously, if they are asking for an L/C extension of 45 days, they will not deliver 'within two weeks' as Suboto now claims." Had she known about this delay two weeks ago Anita could have at least partially satisfied Blue Genes' most important retail customers by shipping them some quantities of a similar style from China. But being unaware of the problem in Jakarta, her company sold all those Chinese jackets just yesterday to a German retail group. Now Blue Genes is completely out of stock ... and out of luck. | | |

Based on your analysis of the case, please answer the following questions.

A. What cultural factor(s) explain Mr. Suboto's failure to inform Anita earlier about this delay?

05 Marks