

Trim VIII: Sep – Nov 24		
Maximum Marks: 50	Examination: ETE Exam	Date: 11-01-2025
Duration: 03 Hours		
Programme code: 10	Class: TY	Trimester: VIII
Programme: MBA (PT) MM		
College: K. J. Somaiya Institute of Management	Name of the department/Section/Center: HR	
Course Code: 217P10C804	Name of the Course: Cross-Cultural Communication Management	
Instructions: Please read each question carefully and give your answers accordingly. The total mark allotted for this paper is 50. 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.		

Q. No. 1	<p>Explain in words along with the pictorial representation of the different factors that influence an organization’s culture.</p> <p style="text-align: center;">OR</p> <p>Explain in detail the barriers to effective Cross-Cultural Communication.</p>	06 Marks
Q.No.2	<p>What are institutions and their different pillars through which they exert pressure or demands on individuals embedded/living in a society?</p> <p>Explain in details with suitable example.</p>	06 Marks
Q.No.3	<p>What is Hofstede's Model of Culture? Please explain in detail the different dimensions of national culture of this model.</p> <p style="text-align: center;">OR</p> <p>Explain in detail Fons Trompenaars’s Model of Culture with its different national cultural dimensions.</p>	06 Marks
Q.No. 4	<p>Draw a clear picture of Maslow’s Hierarchy of Needs. Being a Global leader in an MNC, you have been assigned subordinates from India, Japan, the USA, Africa, Australia, and Greece. Please explain, on the basis of Maslow’s Hierarchy of Needs, how you will motivate subordinates from different countries. Which different needs may be more salient in the context of these subordinates, and why? What will you ensure at the workplace to keep them motivated?</p>	08 Marks
Q. No. 5	<p>Mention the full form of BATNA. Also, explain what BATNA is in negotiation with a suitable example.</p>	06 Marks
Q. No. 6	<p>What is Paternalistic Leadership? Explain it with a suitable example of the cultures/societies wherein this leadership style is found to be effective.</p>	05 Marks
Q. No. 7	<p>What are the challenges for a leader/manager to operate effectively a Global Virtual Team? Please explain briefly.</p>	05 Marks
Q. No. 8	<p>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.</p>	08 Marks
<p style="text-align: center;">CASE</p> <p>Though the Ministry of Foreign Trade had invited Richard’s company to open an office in India, other government agencies such as the Ministry of Finance</p>		

were now obstructing his efforts. One day in September, while the expat was trying to figure out how to gain the cooperation of these officials, a call came in from the office of then-Prime Minister. The PM's social secretary phoned to say that the PM wanted to buy Christmas presents for her grandkids, and daughter in-law. "Since you represent Sears Roebuck in India, can you get us a Wish Book quickly?" After thinking for a moment Richard replied, "Yes, of course. It will be our pleasure. But you will understand that we wish to present it to the Prime Minister in person." Later that day an official invitation to the PM's office was delivered by messenger. Richard found the PM in a conference with several of her key ministers. The PM glanced meaningfully at the officials gathered in the room, including the Minister of Finance, and asked the Sears manager: "I trust you are getting good cooperation from the various ministries?" "Yes Prime Minister, your government's support is excellent," was Richard's reply. And as if by magic, from that day forward, government officials, in fact, became very supportive indeed.

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

- A. Why did Richard reply to cover up the impediments/ obstructions created by the Minister of Finance in opening his office in India?
- B. Why did Richard receive the best cooperation from the government officials after that day's meeting?

04 Marks

04 Marks