



**NAVRACHANA
UNIVERSITY**
a UGC recognized University

School: School of Business and Law
Program: BBA
Year: 3rd **Semester:** 5th
Examination: End Semester Examination
Examination year: December - 2021

Course Code: HR312 **Course Name:** Cross Culture Human Resource Management
Date: 06/12/2021 **Total Marks:** 40
Time: 02:30 pm to 04:30 pm **Total Pages:** 2

Instructions:

- Write each answer on a new page.
- Use of a calculator is not permitted.
- Draw all relevant waveforms in answer sheet only.
- * COs=Course Outcome mapping. # BTL=Bloom's Taxonomy Level mapping

Q. No.	Details	Marks	COs*	BTL#
Q.1	<p>A) Define the following terms:</p> <ul style="list-style-type: none"> i. Gender egalitarian ii. Utilitarianism iii. Monochronic culture iv. Host country nationals v. Dual career couple 	5	CO1, CO2, CO3	BT1, BT2
	<p>B) Managing an organization also involves managing human resources. These resources are not static: employees can move to another position, or leave an organization, or be replaced. Ideally, any newcomers will adapt to the culture of the company or at least respect it. Give your comments on the statement given above. Then answer the question: Can a corporate culture be managed? If so, explain what needs to be done for it to be managed. If you believe it cannot be managed, explain why?</p>	5	CO2,CO3	BT1, BT2, BT4
Q.2	<p>A) Write a short note:</p> <ul style="list-style-type: none"> i. Types of International assignments ii. Facets of culture 	4	CO4, CO5, CO7	BT2, BT4,
	<p>B) Read the following article and answer the questions below it: Meeting on a Friday in Kenya? For a long time, our building company had finished an important project concerning a new major route in Kenya. However, not all the money had been paid by our customer. Therefore, the managing director of the Kenyan subsidiary of the building corporation organized a meeting with the representative of the respective Kenyan government agency. The meeting was scheduled for the next Friday at ten a.m. The meeting started and the representative was very polite and friendly. However, at the same time he also seemed to be quite nervous. Every few minutes he received a telephone call or had to initiate a telephone call himself. All phone discussions were carried out in the local language. Despite the interruptions, I tried to explain the reason for my visit – the outstanding account balance. Of course, the government representative apologized for every interruption. However, after 15 minutes we were both extremely tense because the conversation did not advance at all. Eventually, I said that I was sorry that my counterpart had so much to do and asked for another meeting the next Tuesday. Instantly, the government representative was relaxed again and happily confirmed the new meeting. Now he could finally concentrate on the preparation and organization of his big family meeting this weekend, which is typical for large Kenyan families.</p> <p>Questions: 1. Relate the described situation to one of the cultural dimensions identified by Hofstede. How can you explain it?</p>	6	CO4, CO5, CO7	BT2, BT4, BT6

	2. How does this situation compare to comparable situations in your home country? Please explain. Where are the limits of the cultural explanation?			
Q.3	A) What do we mean by expatriate success and failure? What are the reasons for expatriate failure? What are the costs of failure?	4	CO5,CO6	BT2, BT3, BT4
	B) As a newly-appointed Project Manager of a research team, you believe that you will be able to manage the project virtually from your office in London, even though the other six members are located in Munich. This will solve your personal dilemma as your family does not want to be relocated. The project has a six-month deadline. What factors should you consider in order to make this virtual assignment effective?	6	CO4,CO6	BT2, BT6
Q.4	A) Describe the formation process of cross-border mergers, acquisitions and international joint ventures. What are the major differences?	4	CO3, CO4	BT2, BT4
	B) Read the following case and answer the questions below it: Carmakers' alliance faces cultural chasm When the chief executives of Renault-Nissan and Daimler kicked off a strategic tie-up at a picture-perfect signing ceremony in Brussels on Wednesday, both quoted philosophers from their partner's respective countries. It was meant to demonstrate the Franco-German corporate bridge their partnership was building, but the quotations instead suggested big differences in how Carlos Ghosn and Dieter Zetsche viewed it – and pointed to potential future friction between their companies. Renault-Nissan's Mr Ghosn spoke about creating a 'technological powerhouse', and quoted Hegel: 'Nothing great has ever been accomplished without passion', he declared. Daimler's Mr Zetsche, who chose to emphasize the tie-up's practical side and the hard work it had taken to conclude, cited Voltaire with 'Work is the father of pleasure'. Mr Ghosn has long been an advocate of cross shareholdings in an industry facing growing pressure to be present in every market and vehicle segment. He had long spoken of adding a third partner to the eleven-year-old Renault- Nissan alliance. But Daimler was burnt badly in past misalliances with three other mass-market carmakers: America's Chrysler, Japan's Mitsubishi and South Korea's Hyundai. Max Warburton, analyst with Sanford Bernstein, said: 'Daimler is clearly still scared by the Chrysler disaster, so it will see attractions in a much looser co-operation.' As Mr Ghosn acknowledged, the 'strategic partnership' announced on Wednesday falls short of the cross-shareholding alliance between Renault and Nissan. However, it goes well beyond the smaller, time-limited collaborations on cars, engines or plants favored by competing carmakers. The talks began in 2009 when Daimler approached Renault about working together on its Smart small-car brand and smaller four-cylinder engines. Daimler had said it was talking to other potential partners on small cars, but Renault seems to have been its best option. The two companies will build three Smart and Renault Twingo models in France and Slovenia together, and co-operate on small engines, in addition to joining forces on vans. But analysts said that the partnership – while helping to solve Daimler's problem in small cars – would yield more obvious benefits for Renault and Nissan, including by giving the Japanese carmaker's Infiniti brand access to Mercedes' expertise in engines. To make the company share knowledge with Renault and Nissan, Mr Zetsche will have to push through a big cultural shift in the lower ranks of the engineering-driven, technology-loving Stuttgart company. Paul Newton, analyst at IHS Global Insight, said: 'The opportunities for Daimler are many and obvious, but Daimler's engineers and corporate culture may have to undergo a radical change for this to truly succeed.' Speaking in his German philosophical vein on Wednesday, Mr Ghosn sought to dismiss skepticism about the partnership by quoting Nietzsche's remark that what does not kill you makes you stronger. When Renault and Nissan started their alliance in 1999, he said, some thought the alliance 'would probably kill both companies'. 'Here we are', he said. 'We are not dead, and we are much stronger than we were 11 years ago.' Questions 1. Referring to the text, explain what the author means by the phrase 'cultural chasm' as used in the title. 2. How can you explain the fact that the Renault and Nissan alliance is still alive? What factors have helped to make the alliance stronger?	6	CO2, CO3	BT1, BT2