



SB-4093

**M.B.A. (Sem. - IV) (F.T. & E.) (ATKT) Examination
March/April - 2011**

**Cross Culture And Global Management
(Old Course)**

Time : 3 Hours]

[Total Marks : 100

Instructions :

(1)

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| नीचे दृष्टवित्त निशानीवाणी विगतो उत्तरवडी पर अवश्य लखवी. Fillup strictly the details of signs on your answer book. | Seat No. : |
| Name of the Examination : | <input type="text"/> |
| <input type="checkbox"/> M.B.A. (Sem. - 4) (F.T. & E.) (ATKT) | <input type="text"/> |
| Name of the Subject : | <input type="text"/> |
| <input type="checkbox"/> Cross Culture And Global Management (Old) | <input type="text"/> |
| Subject Code No. : <input type="text"/> 4 <input type="text"/> 0 <input type="text"/> 9 <input type="text"/> 3 | Section No. (1, 2,.....): <input type="text"/> 1&2 |
| | Student's Signature |

- (2) Q. Nos. 1, 5 and 6 are compulsory.
(3) Answer any two questions from Q. Nos. 2,3 and 4.
(4) Please use different answer sheets to answer questions of Section I and section II separately.

SECTION - I

- 1 (a) Discuss the important dimensions identified by Hofstede along which people seem to differ across cultures. 18
(b) Discuss giving suitable examples, how these dimensions influence the design and implementation of various HR systems and strategies of Multi National Organizations.
(c) Also discuss the limitations of Hofstede's study.
- 2 Managers and leaders of global organizations are bound to come across various paradoxes which they must understand and balance so as to achieve organization effectiveness and efficiency. 16
For the below given paradoxes, explain what they mean and explain, how you, as an HR Manager, should help organizations succeed amongst and inspite of these paradoxes, namely;

- (a) Organizations as engines as economic development as against organizations as contexts for Human Development.
 - (B) To have a full life and to devote all free time to the organization.
 - (c) Co-operating to compete
- 3** People, processes and structures are the internal concerns of managers. Achieving a fit among, within and between these three categories of internal environment is an important and demanding task for managers who are responsible for increasing the overlap between the three. Explain this statement in the context of global organizations. **16**
- 4** Consider any organization that is interested in opening its operations in few other countries as well. Discuss the various issues that the organization must resolve and the HR systems and subsystems that the organization must redesign with respect to the following concerns : **16**
- (i) Manning the overseas operations
 - (ii) Being strategic and careful on expatriation and repatriation concerns
 - (iii) Enabling adaptability to cross cultures for expatriates.

SECTION - II

- 5** Write short notes on any two : **18**
- (i) Selection criteria and concerns for global assignments.
 - (ii) Compensation design as a motivational tool for promoting effective expatriation.
 - (iii) Leadership - a critical attribute for managing global organizations.
 - (iv) Failures of expatriation and repatriation.

The Japanese model of management of Maruti Udyog Ltd. (MUL) evoked uncritical and even unabashed admiration from a large number of managers and experts.

Suzuki Motor Company (SMC) which had a high stake in MUL insisted on the adoption of its norms of work and quality consciousness, which were high above prevailing Indian levels, a few instances are mentioned below :

- (i) There was no question of compromise from the Japanese side on issues like zero defect production, cost cutting, coming in time and systems discipline.
- (ii) They insisted on discipline at work, teamwork, obliteration of hierarchical differences through common workplaces, uniforms and canteens, commitment to suggestion schemes, quality circles.
- (iii) They gave equal importance to organizational behaviour as to performance. They believed in carrying the weaker members along in a spirit of team work.
- (iv) They believed in giving equity to employees linked with their length of service in the company.
- (v) They promoted the idea of filling all supervisory posts by promotion from the ranks of workers.
- (vi) They believed in world class products for growth through customer satisfaction.

Case Questions :

- (i) What was the attitudinal shift required in the employees of MUL, at various levels of the hierarchy in order to establish a culture of quality, discipline, ownership and excellence so as to make the MOU between Maruti Udyog Limited (MUL) and Suzuki Motor Company (SMC) a successful venture ?

- (ii) If you were the HR Head, what initiatives would you have taken to redesign specific HR systems so as to bring about the attitudinal and cultural shift required.
 - (iii) Explain how the redesign of selected HR systems would lead to productivity improvement as well as developing a culture of professionalism.
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