

END SEMESTER EXAMINATION, MAY - 2026**M. B. A. Semester – IV****Paper Code: 542131****Subject Name: Cross Cultural Management****Subject Code: MBAH304****Time allotted: 03 Hours****Max. Marks: 100****Note: Read all the instructions carefully.**

Q.1	VERY SHORT ANSWER QUESTIONS – Attempt All.	(10x2 = 20 Marks)
a.	What is culture in international business?	CO1
b.	Define high-context communication.	CO1
c.	What is power distance?	CO1
d.	Name any two of Hofstede's cultural dimensions.	CO1
e.	What is ethnocentrism?	CO1
f.	Define cross-cultural communication.	CO1
g.	What is meant by negotiation in an international context?	CO2
h.	State one cultural factor affecting negotiation.	CO2
i.	What is global leadership?	CO2
j.	Mention one challenge faced by leaders in multicultural teams.	CO2
Q.2	SHORT ANSWER QUESTIONS – Attempt any Five.	(5x4 = 20 Marks)
a.	Explain the impact of culture on international business practices.	CO2
b.	Discuss Hofstede's cultural dimensions and their relevance in global management.	CO2
c.	Analyze the differences between high-context and low-context communication with examples.	CO2
d.	Explain how culture influences international business negotiations.	CO3
e.	Discuss the role of leadership in managing multicultural teams.	CO3
f.	Differentiate between high context and low context cultures.	CO3
g.	How does a high power distance culture differ from a low power distance culture in workplaces?	CO3
Q.3	STRUCTURED QUESTIONS – Attempt any Three.	(3x10 = 30 Marks)
a.	Critically examine the role of cultural dimensions (such as Hofstede's model) in shaping international business strategies.	CO3
b.	Analyze the impact of cross-cultural communication barriers on global business operations and suggest managerial solutions.	CO3
c.	Discuss how cultural differences influence international negotiation styles and outcomes, with suitable examples.	CO4
d.	Analyze the role of BATNA (Best Alternative to a Negotiated Agreement). Why is it important in negotiation?	CO4
Q.4	Case Analysis/ Situation Based QUESTIONS – Attempt any Two.	(2x15 = 30 Marks)
a	Communication Breakdown in a Global Team (15 Marks) An Indian IT company assigned a project to a multicultural team with members from India, the United States, and Japan. During virtual meetings, the American team members spoke directly and openly about issues, while the Japanese members remained mostly silent. The Indian team tried to maintain harmony and avoided open disagreement. Over time, misunderstandings increased, deadlines were missed, and frustration grew among team members. The American team perceived others as uncooperative, while the Japanese team felt uncomfortable with direct criticism. Questions: a) Identify the cross-cultural communication issues in this case. b) How do cultural differences (high vs. low context) affect team interaction? c) Suggest strategies to improve communication and team performance.	CO5
b	A manager from Sweden is working in India and encourages employees to call him by his first name and openly challenge his ideas. However, the Indian employees remain silent in meetings and avoid direct disagreement. Analyze this situation using Hofstede's Power Distance dimension. What cultural differences are visible, and how should the manager adopt his leadership style?	CO5
c	A UK-based company introduces a flat organizational structure in its Middle East branch. However, employees are uncomfortable with reduced hierarchy and unclear authority. Analyze this issue in the context of cultural attitudes toward power distance and suggest how the company can adapt its structure.	CO5
