



Even Semester End Term Examination, May / June 2026

Date: 19/05/2026

Time: 01.00 PM - 04.00 PM

Course Code: MBA3128

Course Name: Cross Cultural Management

Semester: Fourth Semester

Max. Marks: 100

Weightage: 50%

CO - Levels	CO1	CO2	CO3
Marks	44	52	44

Part A: Answer Following Questions. 30 M

Qn.No	Questions	M	CO	BT
1	Describe any three key determinants of culture and their impact on organizational behavior.	3	CO1	BT2
2	State three of Hofstede's cultural dimensions one example of their influences on workplace practices.	3	CO1	BT2
3	Mention three dimensions from the GLOBE study and explain their relevance to international management.	3	CO1	BT2
4	Determine the three ways in which national culture influences corporate structures.	3	CO2	BT3
5	Illustrate the three leadership styles shaped by cultural values and give one example for each.	3	CO2	BT3
6	Choose any three cultural challenges commonly faced in international strategic alliances.	3	CO2	BT3
7	Choose any three cultural factors that affect the formulation of corporate strategy in global firms.	3	CO2	BT3
8	Analyze ways of proxemics (use of personal space) variation across cultures.	3	CO3	BT4
9	Infer facial expressions that may be interpreted differently across cultures with suitable examples.	3	CO3	BT4
10	Examine three cultural factors that influence whether people prefer	3	CO3	BT4

oral, written or digital communication in business encounters.

Part B: Answer Any 1 Following Questions. 10 M

Qn.No	Questions	M	CO	BT
11	Culture has been defined in more than hundred ways in some disciplines. Describe Culture in your own words and also trace the evolution path of Cross-Cultural Management.	10	CO1	BT2
12	Explain the key cultural dimensions identified in the GLOBE study and the impact of these dimensions on our understanding of leadership effectiveness in a global context.	10	CO1	BT2

Part C: Answer Any 1 Following Questions. 10 M

Qn.No	Questions	M	CO	BT
13	Cross-cultural leadership often involves navigating diverse values, communication styles, and workplace expectations. Prepare the list of challenges of cross-cultural Leadership.	10	CO2	BT3
14	Pizza Hut opened its first vegetarian outlet of the world in Ahmedabad, Gujarat. Even in other outlets across india vegetarian and non - vegetarian food products are kept separate throughout the sourcing, supply chain, cooking and serving process. Interpret the statement through the perspective of culture, leadership and strategy.	10	CO2	BT3

Part D: Answer Any 1 Following Questions. 10 M

Qn.No	Questions	M	CO	BT
15	"Japanese and American management is 95% the same and differ in all important respects." - Cofounder Honda Motors. In light of the above statement, interpret culture affecting with the application of main content theories of motivation.	10	CO2	BT3
16	At Airbnb, they keep the organization flat & have decentralized authority to lower-level managers. Examine the role of strategic leadership on organizational culture.	10	CO2	BT3

Part E: Answer Any 1 Following Questions. 10 M

Qn.No	Questions	M	CO	BT
17	Analyze proxemics, choice of communication mode, and facial expressions interaction to shape business encounters across cultures with examples of misinterpretations that may arise in cross-cultural communication.	10	CO3	BT4

18	Examine the role of behavioral predispositions and outcome orientations in shaping negotiation strategies across cultures. Compare high-context and low-context approaches.	10	CO3	BT4

Part F: Answer Following Questions. 30 M

Qn.No	Questions	M	CO	BT
19	Morality Principle : Attributes of individuals must not be used for differential treatment of the individuals unless they are clearly connected to the goals and task s reuired. Indian manager : I must hire people whom I know or who belong to my network of friends or relatives because I can trust them to be dependable employees. American manager : I must hire the best person for the job regardless of class, race, religion, gender or national origin. a. Describe Culture in your own words and Explain how culture affect heuristics(rule of thumb). (7 Marks) b. Explain rational decision making and predict how do cognition and culture limit it. (8 Marks)	15	CO1	BT2
20	US President George W. Bush's (and his family's)"hook 'em Horns" salute, to the university of Texas Longhorns marching band as it passed during the inauguration parade, got lost in translation in Norway. Shocked people there interpreted the hand gesture as a salute to Satan. In Norway, that is what it means when you throw up the right hand with only the index and little finger raised. " Shock greeting from Bush daughter", read the headlines of the Norwegian online newspaper Nettavisen. a) Examine the non-verbal messages that are part of the communication. (7 Marks) b) Compare communication styles tending to difference between cultures. (8 Marks)	15	CO3	BT4