

MAY 2013

P/ID 77580/PMBX4

Time : Three hours

Maximum : 100 marks

PART A — (5 × 6 = 30 marks)

Answer any FIVE questions

1. What does culture really mean?
2. How many layers can you see in each culture? Explain.
3. Put forward a detailed classification of five organizational structures.
4. What are the channels of business communication across cultures?
5. Write about non verbal barriers to intercultural communication.
6. Examine the cultural value orientations featured in model of culture.
7. How do the cultural change mechanisms work?
8. How do you measure the ongoing improvement?

PART B — (5 × 10 = 50 marks)

Answer any FIVE questions.

9. Distinguish between high context and low context cultures highlighting the implication of the concept in cross cultural management.
10. Compare and contrast the organisational and managerial aspects of Chinese and Japanese styles of management.
11. Why is it important to understand the nuances of cultural differences between societies, in the context of global business? Illustrate your answer with examples of cross-cultural communication and negotiation.
12. In order to manage multicultural and diverse teams in today's organisations what are the attributes and abilities that a global manager must have?
13. Discuss monochronic and polychronic cultures and their implications on the global management scenario.
14. Discuss the strategies needed for developing professional values and behaviors in global business management environment.

15. Discuss the leadership strategies needed for cultural change.
16. What are the key steps in implementing cultural transformation process?

PART C — (1 × 20 = 20 marks)

COMPULSORY

17. Jenny Goodbody's team of six people is spread across six continents. Once a week, they meet through a teleconference, which means that she must be wide awake by 6.30 am in New Jersey while her colleague in Sydney, Australia, has to stay in work mode until well past 8.30 pm. This would mean that at least two of them would be less tired. On the other hand, some of them might feel more isolated if they had fewer opportunities to talk as a group.

Questions:

- (a) How would you build trust among people who rarely see each other?
- (b) What are the design and structural basis to form teams of harmony?
- (c) Describe the role of sponsor in building a strong virtual team.