

MBIB 4003

M.B.A. DEGREE EXAMINATION,
DECEMBER 2014/JANUARY 2015.

Fourth Semester

International Business

CROSS CULTURAL BUSINESS MANAGEMENT

(2012 – 2013 Batch Onwards)

Time : Three hours

Maximum : 100 marks

PART A — (5 × 6 = 30 marks)

Answer any FIVE questions out of the following.

1. Explain the concept of culture for business context.
2. What are the dimensions of organisation culture?
3. Explain the role of culture in global business scenario.
4. What are the culture implications for team building?
5. Identify the cultural factors that exert influence on negotiation process.

6. How are expatriates trained to be able to work in foreign countries?
7. Every organisation consists of diverse sub-cultures-Discuss.
8. When is culture change considered necessary? Give examples.

PART B — (5 × 10 = 50 marks)

Answer any FIVE questions out of the following.

9. Discuss the significance of cross cultural management in the present context.
10. Develop a framework for culture analysis in a global organisation.
11. Explain communication strategies useful for effective communication in a foreign country. How do companies align strategy, structure and culture in the organisational context?
12. Explain how companies develop values and behaviours to build high performance teams.

Questions:

- (i) What are the values of Coca cola?
- (ii) What is its vision and how did it achieve?
- (iii) In view of the present global scenario, what additional measures do you think the company has to introduce?

13. Discuss the need for international assignments and developing employees for global operations.

14. How do you diagnose cultures in an organisation?

15. Identify the strategies for cultural change, being adopted by an organisations.

PART C — (1 × 20 = 20 marks)

Compulsory

16. Case study

Making Our System A Great Place To Work

Inside every bottle of Coca-Cola is the passion, hard work and ingenuity of some 7,00,000 people around the world and across our system-the people who make, market and deliver our products.

One of our 2020 Vision goals is to be a great place to work. And we believe that work should be a place of exploration, creativity and professional growth - a place where people are inspired and motivated to achieve extraordinary results. We are a multinational business whose brands and operations are deeply interwoven with a

multicultural world. Having a workforce as diverse as the people we serve is crucial for our future growth. Moreover, providing equal opportunity is one of our most closely held values. We want our people to take pride in their work as they refresh the world, inspire moments of optimism and happiness, create value and make a difference.

How do we achieve our vision? By listening to our employees and acting on what they tell us. We have conducted regular global employee engagement surveys since 2004. In 2010, our employee engagement score reached 84 percent-aligning for the first time with Towers Watson's High Performing Companies' Norm Index.

We also found that compared to the previous survey, more associates said they are proud to be part of The Coca-Cola Company and would recommend it as a good place to work. Associates named "operating effectiveness" and "people leadership and development" as two areas where additional focus was needed. Since our last survey we have worked to implement action plans at the global and local levels to address those issues. For example:

(a) To improve operating effectiveness, we integrated Operational Excellence-our program for increasing productivity and eliminating waste-with our annual performance plans. We also offer Operational Excellence training to help associates learn how to integrate solid operational techniques into their day-to-day work.

(b) To improve people leadership and development, we implemented a manager excellence program for new managers to ensure they understand key people processes and build skills in team development. We also began offering career workshops to teach employees and managers how to use the career planning and development tools we make available to them. And we launched the "Coca-Cola Way of Leading Teams" program to build skills that help team leaders better develop and engage team members.

In October 2011, The Coca-Cola Company was named one of the "World's Top 25 Best Multinational Workplaces."