



I Semester 2017 -2018
Course No.: HSS F 227
Course Title : Cross Cultural Skills
Comprehensive Exam (OB)

MM :85

Duration: 3 hrs

Date: 04.12.2017

Note: 1. Start every question from a new page.

2. No exchange of books or class notes are allowed.

3. Read the questions carefully and apply your knowledge of CCS to critically analyze the issue while answering the questions.

4. Attempt all the parts of one question at one place. If not done so 5 Marks will be deducted.

Q.1 George Tailor works as a supervisor for an engineering company in Riyadh, Saudi Arabia. In UK, he had a reputation for speaking his mind for getting the best out of his staff. For the current project in Riyadh, he supervises 12 British and nearly 50 Saudi personnel. Within a few months into the project, George has become increasingly frustrated by what he sees - a less than effective Saudi team. Their lack of timeliness and slow work pace is worrying George.

a. Discuss the cultural differences that exist in George's Team.

b. Referring to the cultural dimensions applicable in this case, discuss what he should do in order to bring the Saudi staff fall in line with the project.

20M

Q.2 Botswana is a remarkable country as it has grown out of poverty after gaining independence from the British. It has a relatively stable political system and a rapidly developing market economy. It is also one of the least corrupt nations in the world. So doing business is relatively easy there. For many decades, Botswana has had the highest economic growth rate among the various other nations of Africa. On the other hand, Namibia is not as vibrant as its immediate neighbor Botswana. The nation has suffered heavily from the effects of HIV/AIDS. Now, Tej Yamato, a car company, wishes to explore selling its cars in these two countries. Neil, the Sales Manager of the African Zone has to formulate its strategy for capturing the markets. Neil has to adapt to the culture of the dealers for effective communication and negotiations for selling both high end and its low-end cars. He has to decide whether he should have face-to-face meetings or impersonal communication medium such as emails, letters or telephonic conversations for marketing his cars. He also needs to decide which types of cars to sell where.





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- a. If Yamato wants to expand to countries in the southern part of Africa like Botswana and Namibia, what will be the major differences in the communication, negotiation and marketing environment in the above two African countries?
- b. What way should he plan for succeeding in this global venture as a leader? **20M**
- Q.3 Person A belongs to Japan. Person B belongs to USA. The Japanese person speaks in moderate tones (Japanese cultural norm is to speak softly) and wants to transmit the message that he is not interested in the American's proposal. He says that *proposal is interesting, but it may be difficult to do the job giving the time constraints*. American says in his little louder tone "No problem" (American cultural norm is often to speak loudly and express oneself clearly) and decodes what the Japanese says literally. The American responds "We'll give you an extra month to complete it."
- Discuss the difference in the communication styles and the possible outcome of such business meeting/alliances. **15M**
- Q.4 **Stereotypes** make reality easier to deal with because they simplify the complexities that make people unique. Do you agree with the statement? How is stereotyping different from bias? How do stereotyping and biasness affect the success of communication in a cross cultural setting? How can you deal with them? Discuss with two examples each from Indian culture. **15M**
- Q.5 Imagine that you are working for a leading compressor manufacturer in India. Your job requires you to travel to the US, Japan, and Australia to make presentations for your company's products. Discuss how your **presentation style** will be different for each country and why. **15M**

