

BIRLA INSTITUTE OF TECHNOLOGY AND SCIENCE, PILANI

First Semester 2022-2023

Course No. : HSS F227

Course Title : Cross Cultural Skills

Mid Semester (CB)

Date: 02 November 2022

Time: 90mts

MM: 30

Note: Do not write generalized answers. Your answers should reflect your domain knowledge. Though the word limit is given but answer's quality, depth of knowledge and coverage will also be considered while assessing the answers.

Start every answer from a fresh page.

Adhere to the word limit wherever given.

Q. 1 **Ciro** is a Swiss event manager working for an important international hotel chain. After working in Switzerland for over ten years with great success, his company moved him to Egypt, as responsible for events in their resort on the red sea. No specific instruction was given to him regarding how to manage the intercultural differences he would necessarily encounter. And indeed he did. His new boss was Swiss, but all of his subordinates and most of his peers, were Egyptians.

One of the first things that struck him in his new work environment was how his Egyptian peers treated their subordinates. Orders were given in a very unfriendly manner, and if the work was not completed in an adequate way they would shout and threaten the neglectful.

Ciro was well known in Switzerland for being a very gentle and polite boss, his subordinates most appreciated his relational qualities, the way he treated them as equals and how he always took into consideration their ideas and remarks.

He talked about his perplexities with his Swiss ethnocentric boss, who simply replied: "Egyptians are lazy if you don't treat them this way they will not work". Unhappy with this answer, **Ciro** decided to try out his usual egalitarian management style in Egypt. He then held his first meeting with his direct reports and asked them to express the ideas they had about possible events to organise in the next future, but everybody kept silent. When he finally came up with a banal idea, everybody supported it without further discussion. This

meeting model repeated itself, again and again, nobody ever seems to take initiatives.

Despite his discouragement, Ciro had friendly manners with his subordinates and once he dispatched the work he didn't continuously check it up, convinced that personal responsibility would be sufficient.

He soon realised that work wasn't completed, that his friendly manners were interpreted as weakness and that he was the one expected to have ideas, as he was the boss. Ciro finally understood the importance and the extent of cultural differences existing between Egypt and Switzerland.

The above case study reflects how the ineffective management of cultural differences may lead to failures in professional settings. Now provide your critical analysis on the following:

- a. State four major problems that have arisen due to the interplay of cultural differences. Also, while answering refer to the varied cultural dimensions that help you identify the cultural issues. Underline the dimensions mentioned. (about 150 words)
- b. According to you what four major steps should be taken by Ciro to solve the problems that he is encountering in Egypt? (about 150 words)

(6+6=12 Marks)

Q. 2 What do you understand by the terms 'Gaunxi' and 'Miianzi'? How are these concepts important for cross cultural communication? Elucidate with 2 examples at least. (about 250 words)

(4+2+2=8 Marks)

Q. 3 Recently, there was a news about Tesla, a US based automotive company thinking of expanding their venture in the Indian market. If Tesla hired you as a cross-culture expert to design their marketing plan for the Indian market, discuss your marketing strategies you be proposing to Tesla, with reference to 4 Ps of market mix. (about 300 words)

(2.5X4=10 Marks)

****Enjoy Writing****