



DELHI SCHOOL OF BUSINESS

By Yashwantrao Chavan Institute of Professional Studies -TC

Delhi School of Business PGDM Program

END-TERM EXAMINATION, OCTOBER 2024 TERM – 4 (Batch: 2023-25)

Course Name	Cross Cultural Management	Course Code	CCM
Duration	3 hours	Max. Marks	60

1. ✓ a) "Culture operates on three levels".
Explain this statement with suitable examples of the three levels. (3 marks) (CO 1)
- b) Reference the case in your text about the Canadian company looking to appoint a Chinese company for manufacture of pizza boxes. Though the Canadian company went out of their way to host the Chinese representatives during their visit to Canada, the Chinese were not happy.
Explain what went wrong. Why did the Chinese not appreciate the hospitality? (3 marks) (CO2)
- ✓ c) "Power of Words" plays an important role with respect to culture and communication. Explain the concept with respect to "Mokusatsu" or "Fluorine in New York water". (3 marks) (CO2)
- ✓ d)) Explain the four categories for culturally comparing the value system of societies as explained by Ruano-Borbalan. (3 marks)
- ✓ e) c) What were three steps adopted by Suzuki for marketing their product in South America? (3 marks)
2. Rini Chanda is an Accounts Executive for a Japanese advertising company based in India. Besides launch of automobiles in India, she also handles the campaigns for the automobiles in Brazil and Spain.
Would Rini use the existing campaigns designed for India or would she design a new advertisement for the other countries? What are the advantages and disadvantages of both approaches? (10 marks)

- ✓ 3. **Explain the five dimensions of organizational culture which impact global negotiations with suitable examples. (CO3) (10 marks)**
- ✓ 4. **Discuss the LESCANT model in the context of Indian culture (10 marks) (CO4)**
- ✓ 5. **Refer to the case: Silvio Napoli at Schindler in India.**
 - a) Was Silvio Napoli the right choice as General Manger- Schindler in India? Explain with supportive arguments. (7.5 marks)**
 - b) What would be your advice to Silvio regarding the problem of transfer pricing and sourcing problems with the European plant? (7.5 marks) (CO3)**