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*Answer any FIVE Questions One Question from Each Unit*  
*All Questions Carry Equal Marks*

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**UNIT-I**

1. a Define culture in the context of business and explain the key dimensions of organizational culture with appropriate examples. 6M
- b Explain the analytical framework for studying cultural influences in organizations. 6M

**OR**

2. Discuss how cultural background influences the behavior of different business stakeholders. 12M

**UNIT-II**

3. a Describe the role of culture in the global business environment. 6M
- b Examine the elements and processes of communication across cultures. 6M

**OR**

4. a Compare and contrast communication strategies of Indian MNCs and Foreign MNCs. 6M
- b Discuss the cultural implications for team building in multinational organizations. 6M

**UNIT-III**

5. a Outline the process of negotiation in a cross-cultural context with suitable examples. 6M
- b Identify the essential skills required for successful negotiation in multicultural contexts. 6M

**OR**

6. a Illustrate the process of strategy formulation and implementation in global business contexts. 12M

**UNIT-IV**

7. a Discuss the various approaches to staffing in global operations with suitable examples. 6M
- b Explain the role of expatriate training in global HRM. 6M

**OR**

8. a Explain how to develop the values and behaviours necessary to build a high-performance organization. 6M
- b Suggest effective retention strategies for international employees. 6M

**UNIT-V**

9. a Explain the nature and importance of corporate culture in modern organizations. 6M
- b What are the key steps in diagnosing the existing organizational culture ("As-Is" condition)? 6M

**OR**

10. a Describe how organizations can design an effective strategy for culture change. 6M
- b Illustrate the phases involved in building a culture change strategy. 6M

- 11 **Case Study** 15M

IndStar Manufacturing Ltd., an Indian automobile parts company, entered into negotiations with Auto Pro Inc., a U.S.-based automotive firm, to establish a long-term supply partnership.

During the meetings in Mumbai, the Indian negotiation team emphasized building personal relationships before discussing contract terms. They preferred indirect communication, polite disagreement, and gradual decision-making after consulting senior management.

In contrast, the American team focused on efficiency, direct communication, and data-driven decision-making. They expected quick responses and found the Indian approach

time-consuming. The American negotiators perceived the Indian side as hesitant and non-committal, while the Indian team viewed the Americans as overly aggressive and insensitive.

As cultural misunderstandings increased, the deal was delayed. The CEO of IndStar realized the need to bridge the cultural gap by understanding negotiation styles, power distance, and communication preferences between the two countries.

### **Questions**

1. Identify and discuss the cultural factors that influenced the negotiation styles of the Indian and American teams.
2. Suggest how both companies can align their negotiation strategies and decision-making approaches to reach a successful agreement.