

Code No: MB191A/19

**JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY- GURAJADA
VIZIANAGARAM**

MBA I Semester (R19) Regular/Supple Examinations-January-2025

Cross Cultural Management (Open Elective)

Time: 3 Hours

Max. Marks: 75

*Answer any FIVE Questions One Question from Each Unit
All Questions Carry Equal Marks. Question 11 is compulsory*

UNIT-I

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|----|---|---|----|
| 1. | a | Define Organizational culture and explain its dimensions. | 6M |
| | b | How do cultural differences among managers influence leadership styles and decision-making? | 6M |

OR

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| 2. | a | Define culture. Explain Hofstede's model on culture and workplace. | 6M |
| | b | Discuss the key components of an analytical framework for understanding the cultural backgrounds of business stakeholders. | 6M |

UNIT-II

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|----|---|--|----|
| 3. | a | Explain the Elements of Culture in Global business Scenario. | 6M |
| | b | Discuss the Communication Strategy for an Indian MNC. | 6M |

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| 4. | a | What role does culture play in shaping global business operations and strategies? | 6M |
| | b | Explain the steps to build High-Performance Winning Teams. | 6M |

UNIT-III

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| 5. | a | Define Negotiation and explain the process of negotiation in cross-culture. | 6M |
| | b | What are the key cultural differences between India and Europe that impact business operations? | 6M |

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| 6. | a | What are the primary challenges of operating a business across international borders? | 6M |
| | b | What do you mean by aligning strategy? Explain different types of alliances. | 6M |

UNIT-IV

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| 7. | a | Explain about the requirements of Staffing for Global Operations. | 6M |
| | b | What are the core behaviors necessary for building a high-performance culture? | 6M |

OR

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| 8. | a | What is the relationship between motivation and leadership in organizational success? | 6M |
| | b | Define Retention and discuss the strategies of retention. | 6M |

UNIT-V

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| 9. | a | Define corporate culture and explain the nature of organizational culture. | 6M |
| | b | When cultural change is considered necessary? Give examples. | 6M |

OR

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| 10. | a | What are the essential steps in designing a strategy for culture change? | 6M |
| | b | What metrics can be used to measure the success of culture change initiatives? | 6M |

In 1998, German automaker Daimler-Benz merged with American car manufacturer Chrysler to form DaimlerChrysler. The merger aimed to combine Daimler's engineering excellence and Chrysler's innovative designs to create a global automotive leader. However, despite the strategic logic, the merger faced significant cross-cultural management issues:

Daimler-Benz operated with a highly structured, formal, and hierarchical approach, emphasizing meticulous planning and precision. Chrysler's culture was informal, flexible, and more risk-tolerant, emphasizing innovation and quick decision-making. German executives believed in centralized decision-making and long-term planning, while the Americans preferred decentralized leadership and shorter planning cycles.

Germans valued clear, direct, and detailed communication, whereas Americans leaned toward casual and concise interactions. Misunderstandings arose due to differing expectations and communication styles, leading to mistrust and friction. Daimler-Benz employees viewed themselves as part of a premium, world-class brand and were resistant to Chrysler's more laid-back culture. Chrysler employees felt undervalued and micromanaged under Daimler-Benz's control.

The cultural clashes contributed to operational inefficiencies and strained relationships, ultimately leading to the dissolution of the merger in 2007.

Questions:

1. What cultural differences between Daimler-Benz and Chrysler contributed to the failure of the merger?
2. What steps could leadership have taken to align the management styles of both companies?