

**Code No: MB191A/R19**

**MBA I Semester Regular/Supplementary Examinations, February-2024**

**CROSS CULTURAL MANAGEMENT**

**Time: 3 Hours**

**Max. Marks: 75**

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*Answer Any FIVE Questions, one from each unit  
Question No. 11 is Compulsory*

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**UNIT-I**

1. a) What is organizational culture and explain its importance. 6M  
b) Explain the significance of cultural background of suppliers to an international firm. 6M

**(OR)**

2. a) Why cross cultural management is important to an international firm? 6M  
b) Explain how customers' cultural background can influence an international firm? 6M

**UNIT-II**

3. a) Explain the role of culture in Global management. 6M  
b) What are the elements of culture? Explain them briefly. 6M

**(OR)**

4. a) What is the process of communication? How are these processes different across cultures? 6M  
b) "High performance winning teams culture is distinctive"—explain the statement. 6M

**UNIT-III**

5. a) How cross-culture influence negotiation process? Explain 6M  
b) How cultural background influence the decision making process? 6M

**(OR)**

6. a) Compare and contrast the perceptions of people belonging to any two countries of your choice. 6M  
b) "Strategy formulation is greatly influenced by culture of an organization"—Examine the statement. 6M

**UNIT-IV**

7. a) What are the advantages and disadvantages of being an expat? 6M  
b) What is the challenge of culture in motivation of employees? 6M

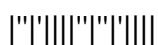
**(OR)**

8. a) "Leaders' own conscious and unconscious beliefs drive decisions and behaviors, and repeated behaviors become leadership practices" –Elaborate the statement. 6M  
b) Devise a plan to retain high-performance organization personnel in a MNC. 6M

**UNIT-V**

9. a) Explain the procedure required for diagnosing the organizational culture? 6M  
b) Explain how culture and strategy are related? 6M

**1 of 2**



(OR)

10. a) “Changing an organization’s culture is one of the most difficult leadership challenges”—Discuss. [6M]  
b) Examine the importance of developing intercultural relationships. [6M]

11 **CASE STUDY** [15M]  
**Rakuten, Inc. Adopts a Global Language Policy**

Originating in Japan, Rakuten, Inc. is an online retail and web services company which operates in 29 regions and countries. Japanese businesses have a reputation for their distinct management style. Certain practices, such as *keiretsu* or *kanban*, are highly effective and universally respected. However, there are some disadvantages to Japanese management styles. For example, strict levels of hierarchy create a lot of bureaucracy which can slow down processes.

Rakuten made headlines in 2010 when its CEO, Hiroshi Mikitani, departed from rigid Japanese norms and changed the company’s official language from Japanese to English. The decision prompted resistance from Japanese employees and criticism from other Japanese companies. But Mikitani was confident in the choice to mandate a global language of operation.

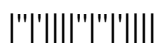
The reasoning behind adopting English as the official language was Rakuten’s long-term goal to drive expansion globally. In order to grow quickly, the company hoped to recruit top talent internationally, and needed to make internal communications between teams in different countries smoother.

Despite the complicated challenges that came from such a move, Rakuten has achieved good results with their multicultural approach. The company now has a more diverse workforce, with a ratio of half international executives to half Japanese executives.

Analyze the case and answer the following questions:

- i. Do you agree to the idea of changing official language in such a well-established company?
- ii. If there is any resistance from employees, how situation can be better managed?
- iii. Is it a correct decision to increase the ratio of half international executives to half Japanese executives?
- iv. What are the challenges of managing diverse workforce? Devise a plan to meet such challenges.

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**RURAL INNOVATION PROJECTS**

**Time: 3 Hours**

**Max. Marks: 75**

*Answer Any FIVE Questions one from each unit  
Question No. 11 is Compulsory*

**UNIT-I**

1. a) Discuss about administrative system in rural areas during post independence. 6M  
b) Write about 73<sup>rd</sup> constitutional amendment to panchayath raj system. 6M

**(OR)**

2. a) Explain development administration in rural India. 6M  
b) Examine the rural governance in post independence India. 6M

**UNIT-II**

3. a) Explain the structure and importance of Soil. 6M  
b) List out the various methods of soil conservation. 6M

**(OR)**

4. a) Explain the importance of soil in agriculture development. 6M  
b) Give a brief note on rural development in India. 6M

**UNIT-III**

5. a) Define Human Resource Dimension? Explain its importance. 6M  
b) Write about infrastructure sector in rural areas. 6M

**(OR)**

6. a) What are the issues in human resources in rural areas? 6M  
b) Analyse the role of public distribution system in providing food security. 6M

**UNIT-IV**

7. a) Write about technological approach for rural development. 6M  
b) Write short notes on welfare strategy. 6M

**(OR)**

8. a) Discuss about institutional approach for rural development. 6M  
b) Explain about holistic strategy. 6M

**UNIT-V**

9. a) Evaluate the impact of programs on non-crop. 6M  
b) Examine the measures taken towards sanitation in rural areas. 6M

**(OR)**

10. a) Analyse the rural development programs contribution on live-stock. 6M  
b) Explain about health programs performance in rural India. 6M



**11. CASE STUDY**

**15M**

Severe drought conditions in Anantapur, Andhra Pradesh, has prompted a mass exodus from the region, as locals face water scarcity, depleting fodder supply for animals and death of farm animals, a fact- finding team from the civil society has found. The report said an estimated 4.87 lakh people have migrated from the district. According to the 2011 census, the district had a population of over 4 crore people. If the migration estimates are correct, over a tenth of the district's population has been forced to leave. Temperatures in the district are remaining consistently over 40 degrees Celsius. Rainfall was just 284 mm against 722.4 mm in 2010-11 groundwater levels have dipped to 70-90 meters in many places. The report states that deaths of milch animals' as well small ruminant animals such as goats and sheep, due to a variety of reasons — including shortage of fodder, heat and contaminated water — are forcing distress sale of animals.

- i. What are the short term projects required in the above case?
- ii. What are the long term projects which can avoid drought conditions in Anantapur?
- iii. What is the role of innovative projects in severe drought prone areas?

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