

JAIPURIA INSTITUTE OF MANAGEMENT, JAIPUR
POST GRADUATE DIPLOMA IN MANAGEMENT
END-TERM EXAMINATION, MAY 2022
SIXTH TRIMESTER (BATCH 2020-22)

Course Name	International Human Resource Management – Set 1	Course Code	HR 603
Max. Time	2 Hours	Max. Marks	60

Instructions: All questions are compulsory and carry equal marks.

SECTION A

Read the case carefully and answer the following questions:

Case Study: Trouble Team

When a major international software developer needed to produce a new product quickly, the project manager assembled a team of employees from India and the United States. From the start, the team members could not agree on a delivery date for the product. The Americans thought the work could be done in two to three weeks; the Indians predicted it would take two to three months. As time went on, the Indian team members proved reluctant to report setbacks in the production process, which the American team members would find out only when work was due to be passed to them. Such conflicts, of course, may affect any team, but in this case, they arose from cultural differences. As tensions mounted, conflict over delivery dates and feedback became personal, disrupting team members' communication about even mundane issues. The project manager decided he had to intervene – with the result that both the American and the Indian team members came to rely on him for direction regarding minute operational details that the team should have been able to handle itself. The Manager become so bogged down by quotidian issues that the project careened hopelessly off even the most pessimistic schedule – and the team never learned to work together effectively.

Table-1 Framework of Work Values

Independence <ul style="list-style-type: none"> Flexible work hours Choosing alternate career paths 	Conformity <ul style="list-style-type: none"> Clearly defined work schedules Well identified career paths with limited flexibility
Individualism <ul style="list-style-type: none"> Individual accountability for work assigned More focus on self in addressing concerns, 'I' talk 	Collectivism <ul style="list-style-type: none"> Building and encouraging interdependencies at work Tendency to form groups and collate through identifying some factors of commonality like gender, religion etc.
Authority <ul style="list-style-type: none"> Ability to assert authority when something needs to be done 	Equality <ul style="list-style-type: none"> Lack of relevance for designations/titles, hierarchy

<ul style="list-style-type: none"> • Position, title and status are important and determine the degree of influence 	<ul style="list-style-type: none"> • Similar benefits and privileges across the organization
Compliance <ul style="list-style-type: none"> • Acceptance of policies and rules as organizational limitations • Non-adherence merits reprimand and corrective action 	Empowerment <ul style="list-style-type: none"> • Scope to propose changes to policies and processes • Participatory approach to decision making on work-related aspects

Case Question

Que: 1. Refer the above case and explain what mistakes did the project manager commit while constituting the team? **CLO1**

Que: 2. Refer the above case and explain which of the strategies (refer the given table-1) do you recommend to bring the team back on track and what kind of cultural dimensions worked in the case referred? Justify. **CLO 3**

SECTION B

Que 3: Highlight some categories of cultural differences that help make one country or region of the world different from another? In each case, describe the value or norm and explain how it would result in different leadership behavior in two or more countries with appropriate examples. **CLO 3**

Que 4: "The international manager needs cross cultural competence to manage multiculturalism'. Explain the statement with the help of relevant examples. Also, discuss the advantages of staffing the key positions in the host unit with an HCN as opposed to a PCN. - **CLO1**