

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 2	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:

Waiting in New Delhi

Richard was 30-year old American sent by his Chicago-based company, to set up a buying office in India. The new office's main mission was to source large quantities of consumer goods in India: Cotton piecegoods, garments, accessories and shoes, as well as industrial products such as tent fabrics and cast iron components.

India's Ministry of Foreign Trade (MFT) had invited Richard's company to open this buying office because they knew it would promote exports, bring in badly-needed foreign exchange and provide manufacturing know-how to Indian factories.

Richard's was, in fact the first international sourcing office to be located anywhere in South Asia. The MFT wanted it to succeed so that other Western and Japanese companies could be persuaded to establish similar procurement offices.

The expatriate manger decided to set up the office in the capital, New Delhi, because he knew he would have to meet frequently with senior government officials. Since the Indian government closely regulated all trade and industry, Richard often found it necessary to help his suppliers obtain import licenses for the semi-manufactures and components they required to produce the finished goods his company had ordered.

Richard found these government meetings frustrating. Even though he always phoned to make firm appointments, the bureaucrats usually kept him waiting for half an hour or more. Not only that, his meetings would be continuously interrupted by phone calls and unannounced visitors, as well as by clerks bringing in stacks of letters and documents to be signed. Because of all the waiting and the constant interruptions, it regularly took him half a day or more to accomplish something that could have been done back home in 20 minutes.

Three months into this assignment Richard began to think about requesting a transfer to a more congenial part of the world – "somewhere where things work." He just could not understand why the Indian officials were being so rude. Why did they keep him waiting? Why didn't the bureaucrats hold their incoming calls and sign those papers after the meeting to avoid the constant interruptions?

After all, the Government of India had actually invited his company to open this buying office. So didn't he have the right to expect reasonably courteous treatment form the officials in the various ministries and agencies he had to deal with?

Q 1. Identify the issues discussed here referring to cultural dimensions? Why is Richard not able to jell with local conditions? Justify with suitable arguments.

Q 2. If you were Richard, what would you do and why? Develop a suitable plan.

SECTION B

Q 3. What are the characteristics of each of the following pairs of cultural characteristics derived from Trompenaar's research: universalism vs. particularism, neutral vs. emotional, specific vs. diffuse, achievement vs. ascription? Compare and contrast each pair with the help of three countries of your choice.

Q 4. 'A number of steps can be taken to improve communication effectiveness for international businesses'. Explain this statement with the help of barriers and tactics to resolve them. Discuss how negotiation tactics will differ between people belonging to two different countries.