

UNIT-III

11. Write a detailed note on '*soft skills*' of management. Why aggressiveness doesn't help?
12. Discuss skill and knowledge required by managers seeking to work abroad.

UNIT-IV

13. What are the key challenges posed by international competition?
14. What would you do as HR manager to find and recruit talent internationally?

SECTION-C

15. Case Study :

In 2007 two important changes happened in Maruti one Shinzo Nakanishi the current MD of Maruti Suzuki took over the reins current MD of Maruti Suzuki. RC Bhargava who was a director, was made chairman. Two Maruti and the Indian Maruti are also become increasingly important of Suzuki Motors. On till date Maruti contributed more than half of the parent's profits. As Maruti's contribution to Suzuki has increased, the latter's tendency to control Indian operations has increased. It had an Indian chairman but Bhargava was quite old. It does have many senior Indian executives who have been lifters at Maruti. Insiders who will speak on the condition of anonymity say the Japanese voice counts and often tends to dominate crucial decisions. Indian and Japanese are far different there discipline, punctuality, employee connect are very different. They are some major points that are can't make connect with Indians

From 4th to 17th of June 2011 around 2,000 young workers engaged in a wildcat sit-down strike at Maruti Suzuki factory in Manesar. It was a hard strike. The workers gave no notice to management, they stopped production completely and around 2,000 workers stayed inside the factory for nearly two weeks. The strike 'postponed' the production of 13,200 cars and caused a loss of about 6 billion Rs. (133 million USD / 100 million Euro). Maruti Suzuki's June sales figures dropped by 23 per cent, the sharpest fall in two and a half years. In July management announced to shift one production-line back from Manesar to Gurgaon plant. Workers continued the strike despite the police stationed within the factory premises and despite strike having been officially declared illegal by Haryana government on 10th of June.

Question :

Q: What kind of cross cultural variations do you think could have caused the above incident? How as an Indian manager with foreign bosses you could have kept such incidents at abeyance?