

TRB 3:1 (Instructions at: TRB Chapter 3, Activity 3:3)

Communicating with Westerners: Cross cultural aspects

Study the following situation and answer the questions on it. What would a typical Indian do? What would a typical Westerner do? Why so? Please go by your instinct and make a quick choice. This is not a test of your ability, knowledge, or moral values. It merely seeks to identify certain perceptions. There is no correct answer. Besides, what a typical Indian does is not necessarily what you would do in this context.

Once you have made a choice, share it and your justification with your group. See if you can arrive at a consensus.

Ms JK runs an advertising agency. She signed a contract with Mr ABC, an internationally known expert on motivating employees. According to the contract she would organize a two-day training programme with him as the expert faculty. She would pay him Rs 100,000 plus 50 per cent of the net income.

Totally contrary to her expectations and in spite of vigorous marketing, very few people registered for the programme. The net income she got was just Rs 82,000 against a projected net income of Rs 250,000-Rs 350,000.

A. Which of the following would Ms JK do if she were a typical Indian?

Which of the following would Ms JK do if she were a typical Westerner?

1. Explain the situation and ask Mr ABC to be content with Rs 41,000, that is, 50% of the actual net income.
2. Explain the situation and ask Mr ABC to be content with Rs 82,000, the entire net income, but well short of the guaranteed minimum.
3. Borrow funds and pay up Rs 141,000, the guaranteed minimum. Tough luck!

B. Which of the following would Mr ABC do if he were a typical Indian?

Which of the following would Mr ABC do if he were a typical Westerner?

1. Ignore the contract and take Rs 41,000, i.e. 50 per cent of the actual net income.
2. Ignore the contract and take Rs 82,000, the entire net income
3. Insist on and get Rs 141,000, the minimum Ms JK is legally bound to give.



TRB 3:2 (Instructions at: TRB Chapter 3, Activity 3:3)

Communicating with Westerners: Cross cultural aspects

Study the following situation and answer the questions on it. What would a typical Indian do? What would a typical Westerner do? Why so? Please go by your instinct and make a quick choice. This is not a test of your ability, knowledge, or moral values. It merely seeks to identify certain perceptions. There is no correct answer. Besides, what a typical Indian does is not necessarily what you would do in this context.

Once you have made a choice, share it and your justification with your group. See if you can arrive at a consensus.

Mr ABC and Ms JK have been working together for almost two years in the same firm as software developers. Mr ABC learned a great deal professionally from Ms JK during their work together. During a casual conversation Ms JK comes to know from Mr ABC that his brother-in-law is in charge of recruitment in a good local chemical company.

Ms JK's younger brother Mr MK is a chemical engineer with a fairly good academic background. But he has no job yet. He is desperate. In fact he is depressed. A job would save him. She believes that if Mr ABC puts in a word, his brother-in-law will surely hire Mr MK.

A. What would Ms JK do if she were a typical Westerner?

What would Ms JK do if she were a typical Indian?

- a) Ask Mr ABC if he could put in a word in favour of Mr MK.
- b) Casually mention that her brother Mr MK is looking for a job as a chemical engineer, that a job in Mr ABC's wife's brother's firm would have been very nice for him, etc.
- c) Not mention to Mr ABC anything about her brother's need for a job or hint at the possibility of Mr ABC helping him.

B. What would Mr ABC (Indian/Western) do if Ms JK asked him for help (i.e. recommend her brother MK to Mr ABC's brother-in-law)?

- a) Promise to mention the case to his brother-in-law, but do nothing about it.
- b) Promise to mention the case to his brother-in-law, call him, and put a little, gentle pressure on him (directly or through his wife) to give Mr MK a chance.
- c) Say that he's sorry, but he wouldn't do it even for his own kid brother.



TRB 3:3 (Instructions at: TRB Chapter 3, Activity 3:3)

Communicating with Westerners: Cross cultural aspects

Study the following situation and answer the questions on it. What would a typical Indian do? What would a typical Westerner do? Why so? Please go by your instinct and make a quick choice. This is not a test of your ability, knowledge, or moral values. It merely seeks to identify certain perceptions. There is no correct answer. Besides, what a typical Indian does is not necessarily what you would do in this context.

Once you have made a choice, share it and your justification with your group. See if you can arrive at a consensus.

Mr ABC is the CEO of a company manufacturing and exporting perfumes. The sales are all right, but not vibrant. So he wants to introduce a new incentives scheme that has been successful elsewhere. In each region the sales person with the highest sales in a month gets one extra salary (that is, 100% of the salary extra as bonus). The second best sales person gets 60% of the salary as bonus. The third best person get 40% salary as bonus. The other sales managers get no bonus. Mr ABC is deeply convinced that this will enhance the sales persons' motivation to sell more and to compete with one another.

During a strategy meeting three of his five top managers oppose the idea. They feel this will motivate only the top five or six performers. One of the other two has serious reservations about restricting bonus to just three people in a region. Only one person supports the idea wholeheartedly. But ABC is convinced it is a good plan.

Which of the following would Mr ABC do if he were a typical Westerner?
Which of the following would Mr ABC do if he were a typical Indian?

- a) Announce the decision to introduce this scheme of pay-for-performance regardless of lack of support. Promise to review the scheme periodically.
- b) Postpone decision making. Work gradually on the minds of the colleagues to get them to agree to his plan, which he is convinced, will work.
- c) Give up the idea in its present form, but introduce an incentives scheme that is diluted and made more acceptable to the colleagues.



TRB 3:4A (Instructions at: TRB Chapter 3, Activity 3:4.)

PowerPack Inc (A)

You are Regina Cranfield. You are Brand Manager, PowerPack Inc, Alabama, USA. You report to Mr Gabriel Portal, GM-Marketing. You have been with the firm for less than six months.

You have scheduled an important one-hour meeting with your team members at 10.30 am in Conference Room 2. At 11.30 am you have a meeting with a local client. It might take about 30 minutes.

It is 10.25 am now. You are about to leave for the Conference Room. Your intercom starts ringing. Answer it.



Note: Ms Regina Cranfield and Mr Gabriel Portal are both White Americans.

-----✂ Cut photocopy here -----✂ Cut photocopy here -----

TRB 3:4B (Instructions at: TRB Chapter 3, Activity 3:4)

PowerPack Inc (B)

You are Gabriel Portal, GM-Marketing, PowerPack Inc, Alabama, USA. You would like your Brand Manager, Ms Regina Cranfield (a White American woman) to come over for a brief discussion now (about 10.30 am). You are meeting an important client for lunch at 1 o'clock and you'd like to consult Regina on an idea you have. You need her for just about fifteen minutes, or maybe twenty minutes. Although she is new to the firm, she has shown a remarkable grasp of what is good for PowerPack.

Call Regina on the intercom and ask her to come over immediately.



Note: Ms Regina Cranfield and Mr Gabriel Portal are both White Americans.

TRB 3:5 (Instructions at: TRB Chapter 3, Activity 3:5)

On the road

Mr ABC is driving a car in a big city. Time: about 2 am. As he reaches a crossroads, his traffic light turns red. Absolutely no traffic in any direction. What is he likely to do

- **If he was a typical American? Why?**
- **If he was a typical Indian? Why?**
 - a) Cross the road; there is no traffic in any direction. (No traffic police either.)
 - b) Wait until his light turns green. A red traffic light is a red traffic light whether there is other traffic or not.
 - c) Stop, check, and cross carefully. If he is absolutely sure that there is no traffic from any direction, it's OK to jump the red light.