**Communication Dillemma of a Manager**

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**Abstract:**

This is partly a true case but names have been changed for all practical purposes. The work in Multinational firms is a good white collared job for certain! The challenge comes when certain twist in situation may arise as far as decisions are concerned or as in this case ethical issues may arise. High level jobs earn money, power and along with that comes responsibility. In this case study the Managers decision and his communication is what needs to be seen.

**The Multinational Construction Company:**

The Alliance Constructions is a multinational Construction company in Dubai has branches in other parts of the world. The Chairman of this highly flourishing company is an Emirate. Highly educated and honest in dealing has a chain of very good dedicated officers in the line. Mr. A. Chopra, an Engineer from Roorkee and an MBA from Bangalore, is the project Manager, young energetic well liked by the higher authority for his dedication. His immediate reporting authority is a German engineer, the Vice President of the Alliance Group.

This company has earned the good name of completing projects on time with high quality construction.

**Tender for qualification:**

A couple of months ago Alliance had submitted a tender for a major construction work project in Qatar. This project would be sponsored by a UK based firm Paddington Constructions. The quotation bid was $25 million. This according to Alliance group was modest and was expecting a positive result.

Representatives of Paddington Construction contacted the Vice president of Alliance in Dubai. Mr. Chopra was sent to represent his company to find out about the status.

**Communication:**

Mr. Chopra was happy to know that his company would get the job. After all the entire project cost a lot of effort and money in planning the proposed construction in Qatar. But before Mr. Chopra could exchange the ‘Thank’ you gesture he was told that their Bid need to be increased to $28 million. It was Mr. Chopra’s turn to be surprised. In his five years tenure in this position he had not heard of such a weird proposal. He tried to convince the Project manager that his company would give the best service in a cost-effective way… that is the USP of his group.

However, he held a very guarded conversation not to sound rude and requested the Project manager to accept their bid as it was. But he played it safe and also said that increasing would not be any problem at all. He was treading carefully so as not too lose the tender. But he asked politely why this increase was required.

The reply was ratherunnerving “… in this group we do our business like this, 1 Million will go to MD of the sponsor firm in UK, 1 Million will be mine and 1 million will be yours deposited at the Swiss Bank,” said the Project manager of Paddington. T this he asked ‘why me’? “So that you do not leak this out” pat came the reply.

**The dilemma of pay-offs**

Mr. Chopra promised never to leak it out to anyone else. Although he bargained for $2 million raise to be implemented Paddington Manager so that he could be left out of this deal. But Paddington manager would only stick to 3 Million. Mr. Chopra knew about pay-offs involved in such big deals. But he was a man of ethics and was loyal to his company.

**Conclusion:**

He returned with the promise to revise the tender with an increase of $ 3 million more and would prepare fresh papers.

He did not want to lose his job. He came back to Dubai wondering how on earth was he to place it to German Vice President. He obviously had no clue.

**Remarks:**

We are looking for out of the box thinking and communication thereafter.

**Discussion Topics:-**

1. *Write out the telephone conversation that the German Vice President received from Paddington confirming the acceptance of their bid.*
2. *Give short interaction that Mr. Chopra has had with the Project manager at Qatar over coffee.*
3. *What was the guarded conversation like?*
4. *Describe the communication of Mr. Chopra with his German Vice President relating the discourse he had with Paddington Manager through a letter as he felt he would not be able to face him outright. (Refer to his ethics his willingness to keep the job.)*