

PGDM IB 2016-18

Intercultural Business Communication

IB 108

Trimester-I & IV, End-Term Examination: September 2016

Time Allowed: 2 hrs 30 mins

Maximum Marks: 50

Please note:

- This question paper contains **3** printed **pages**.
- This question paper has **3 sections**. All Sections must be attempted. Answer each section as directed.
- **SECTION C is compulsory case study**
- Be to the point and avoid unnecessary details to avoid being lengthy in your answers.
- Adopt appropriate formats wherever necessary.

SECTION AAttempt any **THREE****[Marks: 3*5=15]**

- Q1. Briefly discuss the communication barriers in the following situations. Also provide a solution as to how one can remove such barriers.
- a. "In this office no one tells me anything and nobody listens to what I have to say."
 - b. "This room is an awful choice for delivering a talk. There is a lot of discomfort, distraction and sound from other rooms."
- Q2. Explain the components in the process of communication as proposed in Shannon Weaver's Model of communication.
- Q3. Briefly explain the characteristics of high context and low context cultures. Substantiate your answers with adequate examples.
- Q4. Writing Business messages involve five stages. Explain each stage with an example.
- Q5. Recall a workplace situation in which a manager is expected to display empathetic listening?
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SECTION B

Attempt any TWO

[Marks: $10 \times 2 = 20$]

Q1. The non-profit organization you direct coordinates an annual health and wellness fair for residents of your city. Each year, professionals from the community (viz., physicians, dentists, cosmetologists, lawyers, mechanics and social workers) volunteer their time, services, and supplies to help the underserved in your community. For example, Physicians and nurses offer free immunization or blood tests, while mechanics offer free car repair etc. The fair provides much needed services for around 400 people each year. It is really heartwarming to see a community come together in this way.

Write a formal letter to one of these professionals and persuade him or her to volunteer for this year's fair. Adopt the AIDA plan of writing persuasive messages.

Q2. You work for the POKEMON ADLABS as a Digital Marketing Manager. You want to take an online course on Google Adwords and have the company cover the cost. Though your supervisor has agreed in principle but he would need formal approval from his boss as a colleague of yours has already availed it. As the company policy allows only one staff to avail fully funded course, he has written a denial letter to your request.

Use Full Block Format to draft the formal rejection letter which your supervisor would have written to you. Your negative message should be drafted using the indirect plan and Burger Model.

Q3. The University Career Center is a great place to begin your career in information systems, so you were thrilled to land a part-time position as an assistant to the lead counselor. Your boss selected you because she is concerned that the office is a bit "old fashioned" and she expects you to help bring them into digital age.

On your first day of work you were surprised to learn that little emphasis is placed on helping students create a web presence. That is, students are not routinely advised on how to create LinkedIn profiles or web versions of their resumes etc.

You wish to discuss with your Lead counselor about the benefits of students having electronic versions of their resumes in LinkedIn formats and other such professional platforms. Provide two other options for creating web based documents for specific sites.

Prepare an E-MAIL REPORT for the Lead counselor recommending an updation of facilities. You must compare the three options suggested by you in terms of cost, ease of use, effectiveness, compatibility and any other factors you believe important.

SECTION C

COMPULSORY CASE STUDY

[3*5=15 Marks]

Read the case carefully and answer the questions that follow:

"CHARISMA CORPORATION"

Charisma Corporation

Charisma Corporation (CC) has recently embarked on a new kind of training. The corporation is teaching many of its employees—especially those in marketing and sales—to make decisions on the basis of non-verbal communication cues. For Ms Malini Varma, vice president of CC, focusing on non-verbal communications has become an important part of her interpersonal dealings.

Several years ago, Ms Varma became interested in how body movements and mannerisms truly reflect what an individual is saying. Continually reading in this area of study, Ms Varma has been able to make decisions about potential employees and potential customers by 'reading' them. For example, Ms Varma believes that body language can give a person a competitive advantage. It can make the difference when closing a sale, or in CC's case, hiring new employees. For example, during interviews, Ms Varma pays constant attention to the job candidate's eye movements and mannerisms. She believes that she can correctly predict if the candidate will be an aggressive salesperson while simultaneously being personable and friendly. How does she do this? She does this by looking at candidates' eyes and the way they present themselves. In one case, a hiring decision came down to two people. The first candidate was animated and made constant eye contact. The second candidate never looked her in the eye, leaned back in

his chair, and crossed both his legs and arms. The first candidate demonstrated the communication skills that Ms Varma found aligned with successful performance in her organization.

Ms Malini Varma is convinced that non-verbal communications can play a significant role in helping her organization achieve its annual sales goals. Personally, she has found that it has helped her 'quality' customers. For instance, even though a potential customer says, 'Yes', with his/her arms and legs crossed emphatically, it means, 'No!' Understanding this, Ms Varma is in a better position to probe further into the possible objections the customer has. She has found that, in many cases, she is able to steer the conversation in a direction that ultimately leads to successfully closing a sale. And that is a major competitive advantage.

Questions

1. Describe the communications process that Malini Varma uses in her dealings with candidates and employees.
2. What problems might Varma encounter by her heavy reliance on non-verbal communications?
3. What communication guidance would you give to Varma and individuals like her who place an inordinately high value on body language? Explain your position.