

PGDM 2016-18
Business Communication 1
DM-201/RM-207

Trimester – II , End-Term Examination: December 2016

Time allowed: 2 Hrs 30 Min
Max Marks: 50

Roll No: _____

Instruction: Students are required to write Roll No on every page of the question paper, writing anything except the Roll No will be treated as **Unfair Means**. All other instructions on the reverse of Admit Card should be followed meticulously.

Sections	No. of Questions to attempt	Marks	Marks
A	3 out of 5 (Short Questions)	5 Marks each	3*5 = 15
B	2 out of 3 (Long Questions)	10 Marks each	2*10 = 20
C	Compulsory Case Study	15 Marks	15
		Total Marks	50

Section-A

Write brief notes on any three of the following questions.

[15]

A.1. Explain the terms Oculescis, Paralanguage, in 100 words each.

A.2 According to an article by Mashable, the iGrill folks had no idea Zuckerberg was even a customer.

iGrill CEO Christopher Allen said their app downloads exploded after the mention, and it raised awareness about their brand a million-fold.

Keeping in mind the peripheral routes of persuasion given by Robert Cialdini, identify the route used and justify your answer.

A.3 Identify 5 elements that differentiate an e-mail different from a Memo?

A.4 Explain the barriers to good listening and describe how to overcome them by keeping bottom up and result based process in mind.

A.5 The managing director of Four Sigma Computers is disgusted by the behavior of K.N Gupta, sales representative of the company. K. N Gupta has misbehaved with a female employee of the company who in turn has lodged a complaint against him. This is not for the first time K.N Gupta has misbehaved in this fashion. Therefore he receives a memo, marked confidential, which gives him a last warning. State whether the medium chosen for communicating is effective or ineffective. Give reason for your answer.

Section-B

Answer any two of the following questions.

[20]

B1. Tran has worked for Commlnc for ten years. He is the longest serving staff member. Tran remembers all the people who have ever worked there and is the one everyone goes to if they need to know how things are usually done.

Tran is a dedicated worker and has received awards and citations for his work. Unfortunately, Tran is planning to leave Commlnc. Tran's main reason for leaving is that the company executives are planning to totally rearrange the office and storeroom at Commlnc and restructure the work methods for the despatch section where he does so much work. Tran does not like change.

Q.1 What barrier is being reflected through this caselet? How the organisation can help Tran with accepting the change.

Q.2 Assuming that you are Tran, write a resignation letter in an e-mail format stating the reasons of your decision to leave.

B.2 A young Indian invited four couples on dinner –two American and two Japanese—who had previously had him to dinner at their homes. Because he was a poor cook, he decided to entertain at a restaurant instead of at his house. He made it clear that the invitation was to compensate for his inadequate cooking skills, but he did not explicitly mention his intention to pay for the restaurant meal, which he felt was implied by the invitation itself.

When the waiter presented him with the bill, all the friends asked the amount of their shares. After a few rounds of insistence by both sides, the American friends conceded and thanked the young man for the meal.

The Japanese friends, however, did not stop. They tried to press money upon their host, acted as if they did not understand, and protested that their wives would disapprove of them if they did not succeed in paying.

The young man felt he could not accept their money, because it would embarrass the American friends who had let him pay. The Japanese friends were insistent, and began to talk together in Japanese, a rarity in front of nonspeakers. The young man was very distressed, because the objective of the dinner was to thank his friends, not upset them.

Que: Keeping the cross cultural conflicts in mind, what would you have done to extricate all parties from this discomfiting situation?

B.3 RR Travels was a reputed name in the hospitality business. The company specialized in arranging and planning foreign tours. It was also engaged in ticket booking for domestic and international clients. During an employee survey, the CEO of RR travels made some important findings:

1. A number of booking agents needed to upgrade their knowledge about the various trends in the travel industry. They should get familiar with the latest software for booking tickets.

2. The trip advisers needed focused training regarding the evolving touring destinations around the world so that they were competent to suggest alternate tourist destinations to their customers.

The CEO decided to schedule the training programmes immediately as it was not peak tourist season. He assigned the task to the senior manager, Ramesh.

Ramesh handled the task very well and got the training programmes conducted in all the cities in the country where RR Travels operated. He arranged the certificates for all employees who were evaluated after the training was over. The CEO was happy with Ramesh's performance. He wanted Ramesh to submit a short report on the training programmes to table it during the annual board meeting of the company. The report was also to be documented for further reference.

Ramesh was taken aback. He liked to be out in the field doing his job and excelled in it. However he disliked preparing reports and tried to avoid this task, this time there was no escape. Unwillingly he sat down to draft the report. Since the objective of organizing the training programmes had been achieved, he thought he only needed to provide the important figure in the report. His report was as shown below:

Report on the training: 3 February 2015 till 7 March 2016

Key highlights of the training:

1.

Count of employees trained (for tourist destinations)				
Batch name	Europe	America	Asia-Pacific	Total
A	18	0	18	36
B	17	19	20	56
C	10	15	15	40
D	12	14	18	44
E	24	20	20	64
GRAND TOTAL	81	68	91	240

2.

Booking Software	Travel	Soft Skills	Total
1	0	3	4
13	14	10	37
11	8	9	28
7	10	11	28
7	2	6	15
13	7	15	35
2	5	4	11

3.

Performance of Candidates	
Score percentage	Number of employees
Above 80	15
Above 70	128

Above 60	89
Above 50	8
	240

The CEO looked at the report, raised his eyebrows and said, "Ramesh, I asked you to submit the short report, not a mere sheet full of numbers. Can you tell me what I am supposed to understand from this? The CEO then pointed out some major issues:

1. The document that Ramesh submitted did not look like a report. It contained only numbers.
2. There was no logical flow.
3. Although the document was meant to be a short report, there was hardly any text in it.

Questions

1. What was the problem with Ramesh's approach towards writing a report?
2. Taking a cue from CEO's suggestions, help Ramesh rewrite a report.

Section C (Compulsory)

C. Read the following case and answer the questions that follow. (3 +5 +4+ 3=15 Marks)

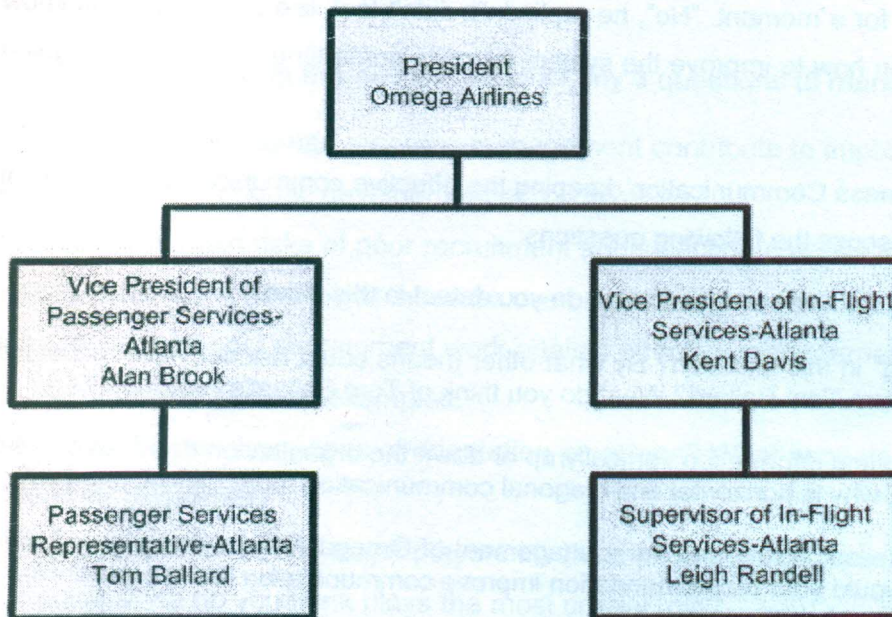
Leigh Randell, a supervisor of in-flight services at the Atlanta base of Omega Airlines, a successful regional air carrier with routes throughout the South and Southwest. In addition to Atlanta, it has bases in six major cities.

Randell's job involves supervision of all in-flight services and personnel at the Atlanta base. She has been with the airline for seven years and in her present job for two years. While preferring flying to a permanent ground position, she decided to try the management position. In her job, she reports directly to Kent Davis, vice president of in-flight services.

During the past year, Randell has observed what she believes is a great deal of duplication of effort between flight attendants and passenger service personnel in the terminal with respect to paperwork procedures for boarding passengers. This, she believes, has resulted in unnecessary delays in departures of many flights-especially through flights (those that don't originate or terminate in Atlanta). Since most Omega through flights stop in Atlanta, Randell believes that such delayed departures are probably not a major problem at Omega's other bases or at smaller airports. Thus, she has decided to try to coordinate the efforts of flight attendances and passenger service personnel with a simpler, more efficient boarding procedure, thereby reducing ground time and increasing passenger satisfaction through closer adherence to departure times.

In this respect, she has, on three occasions during the past two months, written memo to Tom Ballard, Omega's passenger services representative at the Atlanta base. Each time, Randell has requested information regarding specific procedures, time, and costs for boarding passengers on through flights. She has received no reply from Tom Ballard. His job involves supervision of all passenger service personnel. He has been with Omega for five years, having joined its management training program immediately after graduating from college. He reports directly to Alan Brock, vice president of passenger services at the Atlanta base. Exhibit 1 presents the organization structure for the Atlanta base.

Exhibit 1. Omega, Atlanta: Organization Chart



Last week, Leigh wrote a memo to Kent Davis:

For several months, I have been trying to develop a new method for facilitating the boarding of passengers on through flights by more closely coordinating efforts of In-Flight Services and Passenger Services. The results would be a reduction in clerical work, cost and ground time and closer adherence to departure times for through flights: "Unfortunately, I have received no cooperation at all in my efforts from the passenger service representative. I have made three written requests for information, each of which has been ignored. Needless to say, this has been frustrating to me. While I realize that my beliefs may not always be correct, in this instance I am only trying to initiate something that will be beneficial for everyone involved: Passenger Services, In-Flight Services, and, most important, Omega Airlines. I would like to meet with you to discuss this matter and the possibility of my transferring back to flight duty.

Kent Davis summoned Alan Brock and Tom Ballard to a hastily called conference. Tom Ballard was mildly asked why he had not furnished the information that Randell has requested.

"Too busy", he said. "Her questions were out of sight. There was no time for me to answer this sort of request. I've got a job to do. Besides, I don't report to her".

"But Tom, you don't understand," Kent Davis said. "All Leigh Randell is trying to do is improve the president system of boarding passengers on through flights. She has taken the initiatives to work on something that might benefit everyone".

Tom Ballard thought for a moment. "No", he replied, "it didn't look like that to me. You know I've also had ideas on how to improve the system for quite some time. Anyway, she's going about it all wrong."

As a student of Business Communication, keeping the effective communication strategies in mind, analyze and discuss the following questions:

1. What barriers to effective communication do you detect in this case?
2. Is anyone "wrong" in this situation? By what other means could Randell have requested the information from Tom Ballard? What do you think of Tom Ballard's reaction? Why?
3. While communicating information vertically up or down the organization does not present a major problem, why is horizontal and diagonal communication more difficult to attain?
4. What would you recommend that the management of Omega Airlines do to remedy this situation? How would your recommendation improve communication in the organization?