

**PGDM IBM 2018–20
Business Communication I
INS 106**

Trimester-I, End-Term Examination: September 2018

Time Allowed: 2 hrs 30 mins

Maximum Marks: 50

Please note:

- The question paper has **3 sections**: All Sections must be attempted as directed.
- **SECTION C is compulsory case study.**

Section A

Attempt any **THREE** out of **FIVE** questions.

[Marks: 3*5=15]

Q1. During the 1994 World Cup, bottles of Heineken beer displayed the flags of all the participants in soccer's biggest tournament, including Saudi Arabia. The country's flag shows a verse from the Quran, Islam's holy book. Heineken wanted to honour the great diversity of the world and show respect for all the participating countries. Heineken had to recall all of the bottles and create a new design.

What is the major issue in the situations? What could have been done to avoid the consequences? What would you do, in case you are assigned as a Crisis Management Expert, in the situations?

Q.2. How do you define the difference between behaviour and culture? Does behaviour drive culture, or does culture drive behaviour?

Q. 3. Que: Rewrite the sentences to reflect your audience's viewpoint and relationship.

(a) Your e-mail order cannot be processed; we request that you use the order form on our website instead.

(b) I am applying for the position of bookkeeper in your office. I feel my grades prove that I am bright and capable, and I can do job for you.

(c) To avoid damage to your credit rating, please remit payment within 10 days.

(d) Because we are temporarily out of Baby Cry dolls, we won't be able to ship your order for 10 days.

(e) You failed to specify the colour of the blouse that you ordered.

Q.4. Read through the statements and identify which appeal (Ethos, Pathos or Logos) is being used with a clear explanation for your choice. There can be more than technique for certain statements, e.g. it can be Ethos+Pathos, Ethos+Logos, etc. (any 5)

Seq.	Statement	Persuasion Technique	Explanation
1.	"As your father, I love you and only want the best for you. Therefore when I ask you not to go, please listen to me."		

2.	"Just eat and don't complain. Children in Africa are starving and would give anything to have that plate of food."		
3.	"Cigarette smoke contains over 4,800 chemicals, 69 of which are known to cause cancer. So why start smoking?"		
4.	"You should definitely get help with your debt, & I say that as somebody with over 30 years' experience of debt counselling."		
5.	"Dentists all over the world are telling their patients the same things. You must floss regularly."		
6.	"We have been mistreated, abused and oppressed. They have benefited from our suffering and we must act now!"		
7.	"You don't need to jump in front of a train to know it's a bad idea; so why do you need to try drugs to know if they're damaging?"		
8.	"We live in a great democracy. So donate now and support the troops who are protecting our freedom."		

Q.5. How Persuasive Can You Be?

Assume you have a driver's license (even if you don't yet). Write four separate arguments to your parent/guardians explaining why they should let you borrow the car this weekend. The first argument should use logos. The second argument should use ethos. The third argument should use pathos. The fourth argument, your best, should use logos, ethos, and pathos. Each argument should be about two-three sentences long. Remember to be as convincing as possible.

Section – B

Attempt any **TWO** out of **THREE** questions.

[Marks: 10*2=20]

Q.6. Twitter's board approved a plan to restructure the company. It's laying off 8% of its workforce, or 336 people. Here's the letter Jack Dorsey, the company's co-founder and new permanent CEO, sent to employees. Share your observations on how important it is to maintain high standards of ethics and etiquette when delivering negative message.

From: Jack Dorsey
 To: All Employees
 Date: October 13, 2015
 Subject: A more focused Twitter

Team,
 We are moving forward with a restructuring of our workforce so we can put our company on a stronger path to grow. Emails like this are usually riddled with corporate speak so I'm going to give it to you straight.

The team has been working around the clock to produce streamlined roadmap for Twitter, Vine, and Periscope and they are shaping up to be strong. The roadmap is focused on the experiences which will have the greatest impact. We launched the first of these experiences last week with Moments, a great

beginning, and a bold peek into the future of how people will see what's going on in the world.

The roadmap is also a plan to change how we work, and what we need to do that work. Product and Engineering are going to make the most significant structural changes to reflect our plan ahead. We feel strongly that Engineering will move much faster with a smaller and nimbler team, while remaining the biggest percentage of our workforce. And the rest of the organization will be streamlined in parallel.

So we have made an extremely tough decision: we plan to part ways with up to 336 people from across the company. We are doing this with the utmost respect for each and every person. Twitter will go to great lengths to take care of each individual by providing generous exit packages and help finding a new job.

Let's take this time to express our gratitude to all of those who are leaving us. We will honor them by doing our best to serve all the people that use Twitter. We do so with a more purpose-built team, which we'll continue to build strength into over time, as we are now enabled to reinvest in our most impactful priorities.

Thank you all for your trust and understanding here. This isn't easy. But it is right. The world needs a strong Twitter, and this is another step to get there. As always, please reach out to me directly with any ideas or questions.

Jack Source:

http://economictimes.indiatimes.com/articleshow/49466945.cms?utm_source=contentofinterest&utm_medium=text&utm_campaign=cppst

Q.7. You are negotiating with a recently hired computer programmer as the Human Resources Director regarding the new employee's salary, benefits, and start date. The computer programmer, a recent immigrant from "Newtonia" has certain requirements that cannot be disclosed for fear of invoking bad luck. The Newtonian also has cultural expectations of how the Human Resources Director should behave in order to transact business comfortably. As a Human Resources Director, you simply have the task of hiring this candidate who has been interviewed and recommended for hire. There is a given salary range, an established list of benefits, and regular start dates from which you as the Human Resources Director can operate.

Frame a letter keeping the sensibilities of the Newtonian in mind and at the same time achieving your goal as the HR Director.

Q.8. BMW Ad and Crest toothpaste Ad



Evaluate the effectiveness of these two advertisements following Cialdini's principles of persuasion. Your answer should be clear with appropriate analysis.

SECTION C

COMPULSORY CASE STUDY

[3*5=15 Marks]

Sunday, around 11.40 a.m., the showroom of Devox sports shoes and sportswear in a posh market of a metro city. Mr. Oberoi walks towards it from the parking lot with a box of Devox shoes along with his wife. Mr. Oberoi is sporting a brick red T-shirt outside of a pair of khaki long shorts and sandals. Mrs. Oberoi is wearing a light blue plain salwar suit. She has a shopping bag on her and a small money bag. Mr. Oberoi enters the shop first as Mrs. Oberoi decides to stay on for a while to do some window shopping. Mr. Oberoi is an HRD executive with a multinational company. On his entering the shop, he is greeted by Rahul, the young sales executive trainee who is on a visit to this showroom from the headquarters.

Rahul: Good morning sir! May I help you.

Mr. Oberoi: Oh, yes. Well, I had taken this pair last Sunday. I have just worn it twice. I have a feeling that they are from a "seconds" lot. (Tries to hand over the box, but Rahul has his hands behind the back).

Rahul: Sir, we don't have "seconds" stock in this showroom.

Mr. Oberoi: (Opening the box of shoes) It did strike me here itself but I was more keen on the colour; may be, therefore, I overlooked it. (Pointing at the toes of the shoes) There is a difference between the two shoes here. The strips are not aligned identically. It seems to be a manufacturing defect.

Rahul: (Looking at the shoes but still with his hands behind the back) Sir, this is the way they are designed. It is not a manufacturing defect.

Mr. Oberoi: (Getting closer to Rahul and trying to hand over the pair to him to have a look himself from his side) This can't be design. It is an alignment defect and it looks a "second" pair.

Rahul: (Still not taking the pair) Sir, I can show you other pairs also. They are all made the same way. (He asks one of the shop assistants to get a couple of more pairs of the same make, and moves on to attend to other customers. When he returns after about six minutes, he finds Mr. Oberoi trying a different colour pair) See, I said that they were all made the same way. It is design, not a manufacturing defect.

Mr. Oberoi: Then, I have a feeling that this showroom is selling defective pieces. They are not fresh stocks.

Rahul: I told you. As a policy, we do not keep "seconds" pairs in company's showroom. In fact, we don't have much of "seconds" stock because our production line is most modern.

Mr. Oberoi: (Picking up his pair of shoes) any way I want to return them. I don't want to wear a defective pair.

Rahul: Sorry sir. We can't take it back. We don't have a policy of accepting sold goods back.

Mr. Oberoi: What! (Raising his voice) First you are not accepting that this is a defective pair. And, then, you are telling me A; I can't return A. What kind of shop you are?

Rahul (Looking grim but speaking steadily) Sir, I told you that they are no defective. Secondly, you have already used them. How can I take them back?

[At this moment, Mr. Sharma, the showroom manager, coming from behind the shop notices them and walks up to Mr. Oberoi.]

Mr. Sharma: May I help you, gentlemen.

Rahul: He is Mr.....(trying to introduce Mr. Oberoi).

Mr. Oberoi: (Interrupting Rahul) I'm Oberoi. I bought this pair (showing him the shoes) last week from your showroom. I find that there is something wrong with the design at the toes. In fact, a couple of my friends pointed it out.

Mr. Sharma: You had not seen it at the time of buying them?

Mr. Oberoi: I had noticed it but didn't bother much.

Mr. Sharma: Why?

Mr. Oberoi: May be I was busy deciding the colour.

Mr. Sharma: Well, Mr. Oberoi, this is no design or manufacturing defect. On the contrary, this is the way they are made to look. You can see that all of them (pointing at the pairs lying on the floor) are having the same pattern.

Mr. Oberoi: But; they look old. And, I don't want to wear something, which can be taken as "seconds".

Mr. Sharma: Mr. Oberoi, we don't have a policy of.

Mr. Oberoi: (Interrupting him) Then, I am leaving them here (drops them at the floor). Please do whatever you want to do with them.

Mr. Sharma: (Looking down at the pair for a while) Do you have the receipt?

Mr. Oberoi: (Searching for a while in his wallet and the box of shoes) Let me check with my wife (and turns to look for her; she is coming towards them only) You have the receipt for these shoes?

Mrs. Oberoi: No, I don't think you gave it to me (and starts looking into her money bag). No.

Mr. Oberoi: I don't know. May be I have left it at home.

Mr. Sharma: Please give us a moment (and asks Rahul to accompany him to his chamber on the backside of the showroom).

Mrs. Oberoi: What are they saying? (asking Mr. Oberoi)

Mr. Oberoi: They don't have a policy to take the sold goods back.

Mrs. Oberoi: I told you; they won't take them back.

Mr. Oberoi: Is it? They will have to take them back; you will see.

[In the meanwhile, Rahul emerges from behind the shop and approaches Mr. Oberoi].

Rahul: See, we will have to check with our head office regarding ". You may find out after two days.

Mr. Oberoi: I can't come on week days.

Rahul: Then, on next Sunday?

Mr. Oberoi: But, I don't have just this to do on every Sunday.

Rahul: Then, you can find out over phone (and gets him a card of the showroom with phone number from the counter).

Mr. Oberoi: (Instead of taking the card, he takes out his own business card from the wallet and gives it to him) Why don't you inform me?

Rahul: (Taking the card) Sure, we will, but, in case we are not able to get through to you, you could also try.

Mr. Oberoi: (Reluctantly) O.K. (take the card and turns to exit).

Rahul: (Picking up his pair from the floor) You may keep them with you in the meanwhile.

Mr. Oberoi: (Moving back towards him) What will I do with them?

Rahul: Sir, unless and until I hear from my head office, I can't accept them back. Secondly, in absence of any receipt, they might just get misplaced.

Mr. Oberoi: (Looking hard at him and thinking for a while) O.K: But do let me know soon.

Rahul: (Packing the pair back in its box and handing it over to him) Sure.

On the advice of Mr. Sharma, next day, Rahul speaks to Mr. Khare General Manager (Sales) at the headquarters. Mr. Khare asks him to fax the details. Rahul sends the following communication:

Dear Sir,

One customer, Mr. Sunil Oberoi, wants to return a pair of shoes, which he had bought from this showroom a week back. He says that there is a manufacturing defect, which shows in the design. In fact, he is accusing us of selling "seconds" from this shop. Mr. Sharma and I told him about our policies and tried to make him see the point; but, all in vain. Finally, to prevent him from making an ugly scene, we promised that we would let him know our decision after consulting the head office. I have also been successful in convincing him to take the pair back with him. But he will certainly want to get an answer from us within a couple of days.

Please advise.

Regards

(Rahul)

The following day being Tuesday, Rahul left the station as he was on tour. On Wednesday morning, Mr. Sharma found the following message from Mr. Khare on his mail id:

"If he is a Rs.4,500-rupee customer, don't ask any questions, take the shoes back, give a new pair, and salute him. But if he is a Rs.1,250-rupee customer, then tell him clearly that it is not possible.

Please remember that customer is king; but, kings are also big & small and rich & poor."

QUESTIONS

1. What do you think is the real reason why Mr. Oberoi wants to return the pair of shoes?
2. Was Rahul able to handle Mr. Oberoi's complaint competently?
3. What do you think of Mr. Khare's e-mail? Would you like to advise Rahul differently?