

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. Kindly do not reveal your identity in any of the answers.

All sections are **COMPULSORY**

**SECTION A**

Attempt any **THREE**

**3\*5 = 15**

- Q1.** Hrithik, an HR manager at an MNC has a habit of speaking to himself while working in his office. His colleagues get distracted and have complained to you about the same. As his boss, you have to make Hrithik, as well as, your colleagues understand and handle the situation in a positive way. Which organizational communication barriers you observe in this situation and what is your solution to resolve the issue?
- Q2.** "Communication is either Linear or Transactional". Justify your viewpoint by discussing any two of the popular communication models.
- Q3.** As a student of Foreign Language would you adopt Top Down or Bottom Up listening approach? Substantiate your answer with real life communication challenges of Intercultural Business students to justify the process of listening adopted by you in the Foreign language class.
- Q4.** The following email has five errors. Identify them and redraft the correct email.

**Hello!**

Hi-

Great talking to you on the phone today, I can't wait to tell you more about how HubSpot can help you're company. I scheduled the demo we discussed earlier and you can find the agenda here: <https://www.longesturlever.com/donteverdothis toyourprospects>.

Talk to you son.

Cheers -- [Your name]

- Q5.** Geerte Hofstede has given several Cross Cultural dimensions in his theory. Comparing India with any one other country explain the concept of "Power Distance" and its effect on decision making in that country.

Q1. Analyze how the following company has applied some of the principles of persuasion as propounded by Robert Cialdini in the following advertisement.

A TATA PRODUCT

TANISHQ

UP TO  
**20% off\***  
ON DIAMOND JEWELLERY

LAST 1 WEEK

Shop now @ [www.tanishq.com/online](http://www.tanishq.com/online) | Follow us on: [Facebook](https://www.facebook.com/tanishq) | [Instagram](https://www.instagram.com/tanishq) | [Pinterest](https://www.pinterest.com/tanishq) | Give a missed call on 1800 20 106001 to know more.

\*Conditions apply • Offer valid only till 10<sup>th</sup> sep 2017 • Flat 25% off\* on Diamond Jewellery purchases above ₹5 lakhs • Above discount applicable on all Diamond Jewellery except Studded Solitaires, Plain Platinum and Colour Stones Jewellery • For Colour Stones Jewellery and Plain Platinum up to 50% off\* on making charges • For Studded Solitaires up to 15% off\* • No offer on loose Solitaires • Jewels of Royalty collection will have up to 20% off\* on all products • Two or more offers cannot be combined.

BANGALORE - DICKENSON RD; KORAMANGALA 100FT RD; KAMANAHALI MAIN RD; BANNERGHATTA MAIN RD; JAYANAGAR; MALLESWARAM; BANASHANKARI; UG - 45, PHOENIX MARKET CITY. ALSO AT - MYSORE, MANGALORE, HUBLI, BELAGAVI, SHIMOGA, GULBARGA, BALLARI. For store location information visit [tanishq.co.in/stores](http://tanishq.co.in/stores) | Call: 1800 258 2598

Q2. Recently, Mr Navjot Singh Sidhu, ex cricketer and now a politician was embroiled in the infamous "hug controversy" and criticised for sitting beside PoK Chief in the swearing-in ceremony of the new PM of Pakistan, Mr Imran Khan. Interpret this episode on the basis of 5 Cs of Non Verbal Communication. Why is it important to look "beyond the obvious" in interpreting body language in the professional life?



Q3. The Learning Tree, a private education firm, is keen to submit a proposal on designing as well as managing the writing lab for a premier management business school. It has already met the faculty and has learnt the management is looking to outsource the writing lab on a contract for two years.

Draft a two page proposal to a Business communication faculty (fabricate name and institute details) in a letter format applying the AIDA principle outlining your firm's ability to manage the writing lab.

## SECTION C

### COMPULSORY CASE STUDY

3\*5=15 Marks

Read the following case and answer the questions that follow.

#### Culture Shock in a Professional Environment

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Presentation of the case of the head of a UN environmental program who fails to adapt to the Mexican way of life and working style.

I will describe a cross-cultural encounter in which I was an observer for almost two years. This extended "critical incident" took place in Mexico City, where I had my last job at the United Nations Environmental Programme before coming to study in Switzerland. The people involved in this long-suffered story are mainly my former boss, Mr. Griffith, (I work for him as his assistant) and colleagues from different nationalities such as a Cuban Regional Director, high officers from Chile, Panama, Uruguay, Japan, Great Britain, and of course Mexico.

Mr. Griffith came from a Caribbean-English style background and had lived in Nairobi, Kenya working at the headquarters for the same United Nations Environment Programme for more than seven years. Unexpectedly, he was appointed to accomplish a mission in Mexico City for a smaller branch office in the Latin America region without knowing a single word of Spanish, and was pulled out from his usual English way of living and thinking, and driven to a Latin American environment wholly unknown and unusual for him.

So, this cross-cultural encounter had two immediate repercussions at the personal level for Mr. Griffith but mostly at the operative and managerial level. At this last level, even though the whole United Nations system is supposed to be organized with the same rules and manuals around the world (I was aware that every local office refines the model system according to their local office logistics), it was very difficult for Mr. Griffith to understand and adapt to this local culture where the organization operates. The most critical aspect for him was the fact to understand the easy-going Latin personality and moreover the concept of time. It is also important to mention that he had to deal with different forces or mentalities such as the one from the Cuban Director, resembling a more dictatorial managerial style; then the one from the officers at his same level with a more American or Latin American way of thinking, together with a very bureaucratic administration.

Mr. Griffith's responsibilities were mainly to develop, implement and finance environmental projects for the Latin American and Caribbean countries. But frequently, his work was blocked by this bureaucratic administration. Things were not as smooth as working directly in the headquarters. He felt committed to the countries to fulfil their demands, but he was not able anymore to assist them as he did in his former office while working with nations from other regions. The same happened with his colleagues; he would expect to have a faster input from them when asking for advice on certain shared issues. But at the same time, it was challenging for him to assimilate his sudden change of office, he was not willing to adapt to the other's colleagues way of working, and wanted to keep the same rules and conditions defined in the organization and management of his former office.

He never felt integrated into the staff community at the social level, but he did not make an effort to become part of it, as the other international colleagues were already adapted in a

Mexican environment. He kept on comparing and criticising our culture creating an uncomfortable environment not only for national but also for global staff, sometimes showing some ethnocentric characteristics.

He was not interested in building any social or professional relations, so this behavior created a hostile situation among the colleagues and had immediate repercussions in his everyday work as he did not feel the necessary support he needed from his colleagues in shared activities or projects. It was difficult for him to approach his colleagues to ask for their comments and advises.

Specifically, at the cultural level, he made the great mistake of not learning Spanish, even though Spanish lessons were paid for him, he was never interested in this local language or the Mexican culture. So he always depended on translations or interpretation for the meetings. It seemed like he did not want to be introduced or exposed to a new culture, and was afraid of this "foreignness." In everyday life, he lost small but meaningful discussions or comments from his colleagues whenever English was not spoken.

#### Questions:

**Q1.** This cross-cultural encounter does not describe a specific situation, but clearly, depicts a complex and problematic work situation. What according to you is the reason for the crisis? According to you how can one resolve such crisis?

**Q2.** What was the reason that this Latin American experience has been almost like a nightmare for Mr Griffith?

**Q3.** In order to successfully interact with a foreign culture in the business world or as in this case with an international organization dealing with a multicultural staff, what are the strategies you will suggest to Mr Griffith so that he could have avoided the situation faced by him.

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